



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 19, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on January 21, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on February 19, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **FEBRUARY 19, 2015** at 12:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Dhun Noria, Acting Chair
Ms. Shelley Carroll, Acting Vice-Chair & Councillor
Mr. Chin Lee, Councillor & Member
Mr. John Tory, Mayor & Member

ABSENT:

Dr. Alok Mukherjee, Chair
Mr. Andrew Pringle, Vice Chair
Ms. Marie Moliner, Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Karl Druckman, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P24. TORONTO POLICE SERVICE 2015 OPERATING BUDGET:
REVISED REQUEST**

The Board was in receipt of the following report February 17, 2015 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2015 OPERATING BUDGET – REVISED
REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2015 net operating budget request of \$952.7 Million (M), a decrease of \$5.0M or 0.5% from the 2014 net approved budget, and excluding the impact of any 2015 labour contract negotiations;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service's (Service) 2015 budget request that was approved by the Board at its November 2014 meeting (Min. No. P260/14 refers), included action that enabled the Service to reach the 0% increase target requested by the City Manager, not including the 2015 impact from the collective agreements that expired on December 31, 2014.

At its meeting on February 13, 2015, the City's Budget Committee requested a further \$5M reduction to the Service's 2015 operating budget request (see Attachment B). The reduction requested by the Budget Committee is to assist the City in meeting an overall \$86M budget shortfall in 2015. In response to the City's request, the Service has reviewed various areas of our current budget submission to identify potential reductions.

As a result of additional reductions identified by the Service, the revised 2015 operating budget request is \$952.7M net (\$1,149.5M gross). This is a decrease of \$5.0M from the 2014 net approved budget of \$957.7M and the original 2015 budget request approved by the Board at its November 2014 meeting. A breakdown of the recommended \$5M reduction is provided below.

Item	Reduction	Explanation/Implication
Sick Pay Gratuity Reserve	\$1.0M	Increase 2014 contribution Creates future base budget pressure
Health Care Spending Reserve	\$1.0M	Increase 2014 contribution Creates future base budget pressure
Telephones	\$0.2M	Expansion of VOIP telephone services
Computer maintenance	\$0.3M	Final 2014 reconciliation of contract values
Multi-function (printing/copying/scanning) devices (MFD's)	\$0.1M	Reduced operating costs from continued elimination of photo copiers, with implementation of MFD's
Gasoline	\$1.5M	Reduction in City-provided budgeted price per litre
Revenues	<u>\$0.9M</u>	Change in estimates and assumptions
Total	\$5.0M	

It should be noted that it was difficult to find the magnitude of reduction requested by the City without impacting staffing levels and service, as well as contractual obligations with vendors. As a result, while the Service has achieved the \$5M reduction, a good part of the reduction is not sustainable, given that some of the recommended amounts are driven by assumptions about market prices and or create future pressures on reserves, which are significant sources of funding for capital or operating costs. As an example, the \$1M reduction to each of the two reserves simply defers the required additional contributions to future years.

Background/Purpose:

At its meeting on November 13, 2014, the Board approved the Toronto Police Service's (Service) 2015 net operating budget request of \$957.7M (\$1,088.7 gross) which was \$0M or 0% above the 2014 approved budget (Min. No. P260/2014 refers), excluding the impact of collective agreement negotiations which have yet to be completed.

Through the City budget process, the gross budget was further increased by \$64.9M for estimated costs to be incurred as a result of security to be provided to the 2015 PanAm/Parapan Games (Games), for a gross budget of \$1,153.6M. There is no impact on the Service's net budget request as the security costs related to the Games are expected to be fully recoverable from the Province.

The 2015 operating budget request approved by the Board at its November 2014 meeting achieved the City Manager's target request to all City divisions, agencies, boards and commissions of a 0% increase over the 2014 approved budget.

On February 4, 2015, the Chair of the Police Services Board (Board) wrote to the Chief of Police (Chief) and advised that the City Manager had approached the Board and requested additional operating budget reductions in the amount of \$5.0M. The Chair indicated that the City Manager had requested that a similar exercise be applied to finding reductions in the capital program. The Chair further advised that the Board's Budget Sub-Committee (BSC) had discussed the City Manager's request and that it is seeking a \$10M reduction in the capital program for 2015, and at

least a \$5M reduction to the operating budget request. The correspondence from the Chair, which is attached to this report (see Attachment A), provided spreadsheets with suggested reductions, but indicated that the BSC looked forward to alternative approaches the Chief would propose.

At its meeting on February 13, 2015, the City's Budget Committee requested reductions from City Divisions, the Toronto Transit Commission (TTC) and the Service, as part of a strategy to help it address an overall budget shortfall of \$86M in 2015. The reduction requested from the Service is \$5M.

The Budget Committee did not request any reduction to the capital programs of the City Divisions, TTC and the Service, as City staff's proposed strategy did not require such reductions.

As the City's Budget Committee request differs from the request in the Chair's correspondence to the Chief, the Service's Chief Administrative Officer (CAO) discussed the matter with the City Manager and City's Deputy City Manager and Chief Financial Officer (CFO), who confirmed that the City did not require any reductions to the Service's capital program.

Accordingly, this report focuses on proposed reductions to the Service's operating budget request for the Board's consideration.

Discussion:

2015 Operating Budget:

The Service's operating budget process started in May 2014. In order to achieve the 0% increase target requested by the City Manager, the Service maintained uniform average deployment for 2015 at the 2013/2014 average of 5,260, taking into account the recommended civilianization of 43 uniform positions by the Service in 2015. The operating budget process also included a detailed review of anticipated premium pay requirements, contractual obligations, and expenditure trends in categories such as gasoline and benefits, and took into account the impact of the continued civilianization of some uniform positions. All cost drivers that were known or could be reasonably anticipated were considered in the development of the budget. The Service's budget request was developed, with the objective to start from a zero-base where possible, keep non-salary requests at a minimum and include no new initiatives unless they saved or avoided costs, increased efficiencies or were necessary to mitigate risk.

As a result of the Chair's memo of February 4, 2015 and the request from the February 13, 2015 meeting of the City's Budget Committee, the Service re-examined various areas of our budget submission, to determine if there were any further reductions that could be made in order to achieve the \$5M targeted reduction being requested.

Salaries:

The salaries budget is driven by salary rates established by the various collective agreements negotiated by the Board with the Toronto Police Association (TPA) and the Senior Officers' Organization (SOO). It also takes into account approved positions, as well as average uniform officer deployment targets and anticipated gapping for civilian positions.

The 2015 uniform salaries budget was premised on maintaining an average deployment of 5,260, based on 2013/2014 average staffing levels. As a result, the Service's human resource strategy planned for three classes of recruits: 42 in April; 74 in August; and 144 in December. In addition, the 2015 budget plans for six direct hires from other police services during the year. Any reduction to the salary budget would require a reduction in classes planned for the 2015 year, which would impact the number of officers that would be available to provide public safety services across the City. It would also create a budget pressure in 2016, in order to at least replace the number of officers that separated from the Service in 2015 and 2016.

It is also important to note that provincial grants are impacted by the average complement of officers in the Service, as a certain threshold of officers must be maintained. Any decrease in average deployment further threatens grant revenue, lessening the amount of the actual salary savings.

As a result, no reductions are recommended in the uniform salaries budget.

Civilian salaries are based on established positions, adjusted for gapping expectations. The 2015 budget contains the annualized impact of the 2014 civilianization initiatives. Actual staffing of the approved civilian positions is currently underway. In addition, the Service has been actively staffing the backlog of vacancies that resulted during the 2013 Board-imposed hiring freeze. Any reductions to civilian staffing would impair the Service's ability to deploy uniform members as the activities for which civilianization was recommended would continue to be performed by uniform members. In addition, the backlog of other civilian vacancies if not addressed, would continue to put significant pressure on the current strength of members, requiring significant amounts of overtime, which is not sustainable. It would also increase the risk of errors and other deficiencies, and seriously affect service levels performed by the impacted units, in support of business units.

As a result, no reductions are recommended in the civilian salaries budget.

Premium Pay:

The Service has made a concerted effort to monitor and manage premium pay, despite the need for overtime or call-backs as part of regular operations or as a result of the impact of major unplanned events, such as demonstrations, high profile homicide/missing persons and emergency situations. Between 2011 and 2014, premium pay budgets were reduced by a total of \$6.9M (18.4%) to address budget pressures. Monitoring and management efforts continued in 2014, allowing the Service to recommend a further premium pay reduction of \$1.5M, bringing the total reduction since 2011 to \$8.4M (22.5%).

No further reductions in premium pay can therefore be made at this time.

Statutory Payroll Deductions and Fringe Benefits:

The majority of the 2015 budget in this category is mandated by legislation or entitled as a result of collective agreements. Legislated rate decreases have already been factored in.

Medical and dental expenses are major cost drivers in this category. In 2012, the Service engaged the services of Manulife, through a joint competitive procurement process with the City of Toronto for medical and dental benefits. The agreement with Manulife included premium-based insurance benefits and the adjudication of medical and dental reimbursements through an Administrative Services (ASO) arrangement. The premiums for 2012 to 2014 were set through the Request for Proposal process, and the Service achieved savings as a result of the consolidated arrangement with the City and TTC. However, the remaining two years were open to increases imposed by Manulife based on experience ratings. Giving the time lag between Manulife's proposed increases and the budget preparation process, an estimated increase for 2015 based on industry assumptions was made. The estimated increase in rates, coupled with a decline in benefit usage resulted in a moderate increase of \$0.1M.

In December 2014, Manulife provided the City and Service with rate increases for 2015. The proposed increases for the Service would have resulted in an additional budget requirement of approximately \$820,000, due to percentage increases that ranged from 10% to 95% of 2014 premium values. The Service began negotiations with Manulife, utilizing experience from the past three years to support lower increases, despite the fact that the Service was currently part of a pooling arrangement, which required that both risks and benefits be achieved as part of a pool of organizations. As a result of these negotiations, which were concluded in early February 2015, many of the premium values remained at their 2014 amounts, resulting in cost avoidance of \$820,000.

As a result, no further reductions can be accommodated in this cost category.

Reserve Contributions:

The health of all reserves utilized by the Service to smooth out annual cost fluctuations is dependent on regular contributions to meet on-going expenditure obligations. In order to mitigate past budget pressures, the Service in consultation with City staff, has sacrificed required contributions to reserves, either through reduced contributions or phasing in required increases over longer periods of time. In order to meet the City Manager's original 0% budget target, the Service extended the phase-in period for increases to the Sick Pay Gratuity Reserve by an additional year, to 2017. As a result, \$1M was reduced from the 2015 budget request. However, this creates a future base budget pressure in order to increase the Service's contributions by the required \$5.2M. The 2015 budgeted contribution into this reserve is \$7.5M and the corresponding budgeted draw is \$12.7M.

The total budgeted contribution to reserves for 2015 is \$38.4M. There is an opportunity to reduce the budgeted contribution by \$2M, \$1M coming from the Sick Pay Gratuity Reserve contribution and \$1M from the Health Care Spending Account Reserve. At the present time, the Service's anticipated surplus for 2014 is \$4.9M as reported to the Board at its meeting of November 13, 2014 (Min. No. P249/2014 refers). While the year-end accounting process is not yet complete, it is anticipated that surplus funds will be available to make the contribution from the 2014 available funds in the 2014 year. This would require Board approval and a request to the City CFO. The Service's CAO has had preliminary discussions with the City CFO who is receptive to this strategy, which would also require extending the increased contributions to beyond 2017.

As a result, a \$2.0M reduction in reserve contributions in 2015 is recommended pending approval to make these contributions in 2014, using available 2014 funds.

Other Expenditures:

The remaining expenditure categories include the materials, equipment and services required for day-to-day operations, much like those incurred by regular business entities. Wherever possible, accounts within this category were flat-lined to the 2014 level or reduced even further. Increases were only included where considered mandatory and or to meet contractual obligations, and one-time reductions were taken into account where applicable. The total increase in the 2015 budget request for these expenditures was \$4.7M (a 0.5% increase over the Service's total 2014 operating budget).

The largest components of the \$4.7M increase requested in 2015 are for computer maintenance and the operating impact of capital projects that are now fully operational. The total increase from these two categories is \$3.8M, and is largely dependent on market-driven contract prices. The remaining \$0.9M is scattered throughout all units within the Service in varying amounts and represents a multitude of smaller budget requests required to maintain daily operations.

However, in light of the City's request, and new and more up-to-date information related to market rates for certain expenditures, \$2.1M in reductions are recommended, as follows:

Expenditure category	Reduction	Explanation
Telephones	\$0.2M	Expanded use of VOIP telephone services
Computer maintenance	\$0.3M	Final 2014 reconciliation of contract values
Multi-function devices (MFD's)	\$0.1M	Reduced costs from continued elimination of photocopiers, with implementation of MFD's
Gasoline	\$1.5M	Reduction in City-provided budgeted price per litre
Total	\$2.1M	

The largest recommended reduction, of \$1.5M, comes from declining prices for fuel purchases. Average contract prices have dropped significantly in the past few months. For 2015, industry analysts suggest that oil prices are in the range of \$25 to \$65 US per barrel, currently at \$49 US per barrel and anticipated to average at \$55 US per barrel. The 2015 budgeted price per litre

provided to the Service by the City of Toronto was \$1.20/litre, which is significantly higher than the anticipated average price of \$0.923/litre.

Historically, the Service has benefited from contract prices which were \$0.10 to \$0.12 per litre lower than the budget price provided by the City. As a result, there is opportunity to reduce the budgeted price to better reflect the reductions experienced in the market. Therefore, following discussions with City Fleet Operations on the current spot price, potential participation in the City's gasoline hedge program, and an updated review of 2015 anticipated consumption, a reduction of \$1.5M is recommended.

Revenues:

The Service revenue budget includes fees, cost recoveries, grants and draws from reserves. The Service regularly re-evaluates fee prices which are set to values that cover the costs of the service provided. The 2015 operating budget request reflects the calculated costs of providing services and already includes increases in vulnerable sector screening fees to fund additional staff to enable a two week time line for completion, as approved by the Board. The cost recoveries budget represents reimbursements of expenses incurred by the Service and generally results in a net zero budget impact. Grant budgets are tied to specific contractual provisions regarding uniform officer staffing levels and/or specific expenditures. Other in-year grant funding opportunities are generally tied to new expenditures and therefore cannot be used to fund existing expenditures. Draws from reserves are tied to expenditures and cannot be increased to fund unrelated costs.

The Service is generally conservative with respect to the assumptions it makes to develop the various revenue budgets. However, after a further review of the revenue assumptions made, it is recommended that overall revenues be increased by \$0.9M.

Conclusion:

In response to the City's request for additional budget reductions to assist it in addressing an overall \$86M budget shortfall, this report provides recommended reductions, totalling \$5M, to the previously Board approved 2015 operating budget request.

The Service worked diligently in preparing its initial budget request that was approved by the Board at its November 2014 meeting, and which achieved the 0% increase requested by the City Manager.

It was therefore difficult to find a further \$5M reduction without impacting service levels and contractual obligations with vendors. While this report identifies areas to further reduce the 2015 operating budget request, it is important to note that some of the reductions recommended are one-time in nature. As a result, these 2015 reductions will create future base budget pressures that must be dealt with in addition to the impacts of the new collective agreements, once the contract negotiations between the Board and the TPA and SOO are complete.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: S. Carroll



INTERNAL CORRESPONDENCE

MTP 649/91

TO: Chief Bill Blair FROM: Chair Alok Mukherjee
 cc. Budget Sub-Committee Members,
CAO Tony Veneziano DATE: 15-02-04
 YY/MM/DD
 RE: 2015 Capital Program and 2015 Operating Budget Request

Chief:

The City Manager has advised that concerted efforts are being made to find additional overall reductions in City operating budgets. He has approached the Board, the TTC and the City's own departments with a request that they identify additional operating budget reductions in the amounts of \$5.0M for each of the Board and TTC and a \$10.0M reduction across City departments. He has also requested a similar exercise be applied to finding reductions in capital programs.

The Budget Sub-Committee has discussed the City Manager's request and, while acknowledging that TPS has already made a very commendable effort in reducing its budget requests, the BSC is seeking a \$10M reduction in the capital program for 2015 as per the enclosed spreadsheet and at least a \$5M reduction in the operating budget request. The spreadsheets that I have attached are merely suggestions for discussion and the BSC very much looks forward to discussing the details of alternative approaches that you propose.

Given that the City Budget Committee will make its decisions on February 12, 2015 the Board BSC would like to achieve these changes within the next 7 days, that is by February 11, 2015. We propose to convene a meeting with you next week to consider your proposals for assisting the Board in achieving these targets.


 Alok Mukherjee
 Chair

Cc BSC Members – Mayor Tory, Councillor Carroll, Councillor Lee

Major Projects in the 10-Year Capital Budget & Plan (Debt funded Projects)

Project Name	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Program
State-of-Good-Repair - Police	1,800	3,000	4,000	4,100	4,100	4,100	4,100	4,100	4,100	4,100	37,500
HRMS Upgrade	1,125	0	0	0	0	378	799	0	0	0	2,302
52 Division - Renovation	5,352	0	0	0	0	0	0	0	0	0	5,352
Peer-to-Peer Site (Disaster Recovery Site)	0	3,629	8,470	6,659	130	0	0	0	0	0	18,888
Upcoming Projects											
54 Division (includes land)	0	7,000	2,500	18,500	9,296	0	0	0	0	0	37,296
TRMS Upgrade	600	1,500	2,022	0	0	0	0	630	1,500	2,022	8,274
Business Intelligence	2,336	2,818	3,664	0	0	0	0	0	0	0	8,818
Electronic Document Management (Proof of Concept)	0	50	450	0	0	0	0	0	0	0	500
Radio Replacement	0	13,913	2,713	3,542	2,478	4,093	5,304	4,480	0	0	36,523
41 Division (includes land)	0	0	0	0	395	9,561	19,122	9,850	0	0	38,928
TPS Archiving	0	0	0	0	750	0	0	0	0	0	750
32 Division - Renovation	0	0	4,990	4,990	2,000	0	0	0	0	0	11,980
13 Division (includes land)	0	0	0	372	8,645	18,500	11,411	0	0	0	38,928
AFIS (next replacement)	0	0	0	0	3,053	0	0	0	0	0	3,053
Expansion of Fibre Optics Network	0	0	0	0	0	0	881	0	4,785	6,385	12,051
55 Division - Renovation	0	0	0	0	0	0	0	0	3,000	5,300	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	3,000	5,300	8,300
Relocation of PSU	0	0	0	0	0	0	0	500	7,400	5,148	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	4,649	4,649
Total Debt Funded Capital Projects	11,213	31,910	28,809	38,163	30,847	36,632	41,617	19,560	23,785	32,904	295,440

Staff Recommended 2015 Net Operating Budget

(000s)	2014 Net Budget	2015 Net Budget Proposed by TPS	2015 Net Budget Revised	Suggested Reduction
Chief of Police	5,258	5,174	5,174	0
Corporate Services Command	60,411	64,681	64,181	500
Operational Support Command	144,891	137,721	136,721	1,000
Community Safety Command	458,774	460,573	458,573	2,000
Specialized Operations Command	174,138	176,899	175,899	1,000
Centralized Service Charges	114,189	112,613	112,113	500
Total	957,661	957,661	952,661	5,000



STAFF REPORT ACTION REQUIRED

Toronto Pooling Compensation for Social Housing – Budget Strategy Follow up

Date:	February 11, 2015
To:	Budget Committee
From:	City Manager and Deputy City Manager & Chief Financial Officer
Wards:	All
Reference Number:	P:\2014\Internal Services\Cf\Bc15004Cf (AFS #20841)

SUMMARY

The purpose of this report is to respond to Budget Committee direction to recommend a short term financing strategy to replace the loss of Toronto Pooling Compensation (TPC) grants for Social Housing from the Province. At the same time, staff have recommended budget adjustments to begin to address the funding shortfall on a permanent basis in 2015.

The recommended strategy is based on spreading the budget impact of the TPC grants elimination over four years to allow time to identify budget adjustments to mitigate the revenue loss and a related increase in capital financing costs. The interim operating shortfall would be managed by temporarily reducing capital contributions in the operating budget by an aggregate of \$130 million over three years, and commensurately increasing (short term) debt financed capital.

The recommended financing approach is to use internal borrowing rather than bank loans or public debenture issues, for reasons of administrative simplicity, cost and flexibility. The City's long term fiscal strategy would be maintained as the borrowing would be paid off within 6 years, Capital From Current funding fully restored, including scheduled increases, and, according to current forecasts, the debt service ratio maintained below the 15% of property tax revenues threshold. Nevertheless, staff propose to undertake a thorough review of the 2016-2025 capital plan to identify projects that might be deferred and report back to the Budget Committee early in the 2016 Budget process.

RECOMMENDATIONS

The City Manager and the Deputy City Manager & Chief Financial Officer recommend that:

1. City Council adopt a 4 year budget and capital financing strategy (as set out in Appendix 2) to deal with the elimination of Toronto Pooling Compensation grants, so as to fully address the budgetary impact of the associated revenue loss over four years (by 2018), and fully repay any resulting capital financing in 6 years (by 2020), comprising the following:
 - a. a 4 year schedule of budgetary adjustments equivalent to \$25.3million in 2015 and approximately \$45 million in each of 2016 through 2018;
 - b. the temporary reduction of Capital From Current ("CFC") to offset the remaining portion of the Toronto Pooling Compensation revenue loss not addressed by the budgetary adjustments in each of 2015, 2016 and 2017;
 - c. the full restoration of CFC, including currently planned increases, by 2018; and,
 - d. the issuance of City debt to the City's investment portfolio to replace the capital funding shortfall resulting from the temporary reduction of CFC, such debt to mature no later than 2020.

2. The Budget Committee address the \$86.3 million Toronto Pooling Compensation revenue shortfall for social housing in 2015 by adjusting the 2015 Staff Recommended Operating Budget as follows:
 - a. Reduce the 2015 Staff Recommended Operating Budgets by a total of \$32.033 million gross and \$25.3 million net for the following City Programs and Agencies (as set out in Appendix 1):
 - i. City Programs:
 - Toronto Employment and Social Services by \$13.833m gross and \$1.650m net;
 - Shelter, Support & Housing Administration by \$0.500m gross and net
 - Childrens' Services by \$0.150m gross and net
 - Transportation Services by \$1.522m gross and net
 - Fire Services by \$0.300 gross and net
 - Policy, Planning, Finance and Administration by \$0.128m gross and net
 - Engineering & Construction Services by \$0.050m gross and net
 - Fleet Services by \$1.700m gross and net
 - 311 Toronto by \$0.300m gross and net
 - Non-Program Expenditures by \$5.0m gross and net
 - Non- Program Revenue by \$4.0 million net

- ii. Agencies:
 - Toronto Transit Commission by \$4.0 m gross and \$5.0m net
 - Toronto Police Services by \$5.0m gross and net

and request the CEO of the TTC, and the Chair of the Toronto Police Services Board, to report to the final wrap-up meeting of the Budget Committee on February 20, 2015, to confirm the specific actions to meet these budget reduction targets;

- b. Reduce the 2015 capital contribution from the Operating Budget to the 2015 Staff Recommended Capital Budget (CFC) by \$61.0 million; and,
 - c. Increase debt financing of capital projects by up to \$61.0 million as described in Recommendation 1 (d).
3. The Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.

Implementation Points

The recommendations contained in this report would require City budgetary adjustments to address the Toronto Pooling Compensation funding shortfall to be phased in over four years, from 2015 through 2018, rather than immediately upon the elimination of the funding in 2015 and 2016. The strategy requires reduction of a portion of Capital From Current during the phase-in period, creating a temporary capital funding shortfall. Instead of relying on traditional debentures, a Provincial loan, or bank financing to fund the shortfall, staff recommend short term internal borrowing through the City's pooled investment program.

Financial Impact

The recommended budgetary impacts to deal with the elimination of \$129 million in Toronto Pooling Compensation by 2016 comprise adjustments to 2015 budget expenditures and revenues in the amount of \$25.3 million, plus a 5.1% tax-supported budgetary increase/pressure over 2016 – 2018, summarized as follows:

**4 year Budget Strategy to Replace Pooling Compensation Revenue Loss
\$ Millions**

Table 1 – Revenue Loss	2013	2014	2015	2016	2017	2018
Original TPC schedule	\$149.3	\$142.5	\$135.6	\$128.8	\$121.9	\$115.1
TPC Elimination schedule	\$149.3	\$100.0	\$50.0	0	0	0
Revenue Loss	0	(\$42.5)	(\$85.6)	(\$128.8)	(\$121.9)	(\$115.1)

Table 2 – Budget Impacts	2015	2016	2017	2018	2019	2020	2021
Revenue Loss	\$85.6	\$128.8	\$121.9	\$115.1	\$115.1	\$115.1	\$115.1
Incremental Budgetary Adjustments*	\$25.3	\$44.0	\$45.2	\$46.2	-	-	(\$45.7)
Future Residential Tax Increases and/or budget adjustments		1.7%	1.7%	1.7%	-	-	(1.6%)
Table 3 – Borrowing Plan	2015	2016	2017	2018	2019	2020	2021
Borrowing	\$60.3	\$59.5	\$7.5	-	-	-	
Short Term Interest @1.5%	-	\$0.9	\$1.8	\$3.3	\$2.2	\$1.1	
Debt Repayment Charges	-	-	-	\$45.5	\$45.5	\$45.5	
Net Amount Owing	\$60.3	\$120.7	\$130.0	\$87.7	\$44.4	\$0.0	

*Includes interim financing repayment (principal and interest)

Table 4 – CFC Impacts	2015	2016	2017	2018	2019	2020	2021
CFC Budget	\$258.7	\$284.6	\$313.1	\$344.4	\$378.8	\$416.7	\$458.4
CFC Reduction Requirement	\$60.3	\$59.5	\$7.5	-	-	-	-
Revised CFC	\$198.4	\$225.1	\$305.6	\$344.4	\$378.8	\$416.7	\$458.4

This approach spreads the budget impact of the revenue loss over 2015 – 2018, providing two more years to manage the resulting social housing budget pressure, and affording Council the opportunity to plan budget adjustments in advance, so as to minimize future tax impacts due to the loss of provincial funding.

The recommended 2015 net budget adjustments, as described in Appendix 1, are as follows:

Division/Agency	\$M
Cluster A	
Ontario Works - reduce caseload	1.650
Shelter, Support & Housing - reduce mortgage costs/lower interest rates	0.500
Children Services – reduce part time hours	<u>0.150</u>
Total Cluster A	2.300
Cluster B	
Transportation – reduce vacant positions/increase parking permit revenue	1.522
Fire – reduce materials and equipment expenses	0.300
PPFA – reduce non-salary costs	0.128
ECS – reduce contracted services for office space	<u>0.050</u>
Total Cluster B	2.000
Cluster C	
311 reduce payroll costs related to rescheduled part time staffing	0.300
Fleet – reduce fuel costs	<u>1.700</u>
Total Cluster C	2.000
	<u>6.300</u>

Total Divisions	
Agencies	
Police – reduce fuel costs, increase community safety grant,, reduce sick bank contribution & other non-payroll expenditures	5.000
TTC – operating service improvements, increased gapping, reduced WSIB contributions, increased recoveries from capital	<u>5.000</u>
Total Agencies	<u>10.000</u>
Non-Program	
Tax Deficiencies (assessment appeals) Reduction	5.000
Payments in Lieu of Taxes	2.000
Parking Ticket Revenues	<u>2.000</u>
Total Non-Program	9.000
Total Budgetary Adjustments	<u>25.300</u>
Non-Program CFC Offset	<u>60.700</u>
Total Toronto Pooling Compensation Loss Response	<u>86.000</u>

These budget adjustments have minimal impact on 2015 service levels and reflect updated 2014 operating results.

DECISION HISTORY

At the January 29, 2015 meeting of the Budget Committee, a motion was passed (2015.BU3.4) requesting the City Manager and the Deputy City Manager & CFO to report to the February 13, 2015 meeting of the Budget Committee on the Social Housing Support Phase-out strategy including:

- a. A short term financing strategy based upon the City's available financing authorities to deal with the revenue shortfall;
- b. Options for funding the shortfall in 2015 and beyond through a phased strategy of budgetary adjustments, such phase-in strategies not to exceed 6 years (2015-2020); and
- c. Options for funding the 2015 shortfall inclusive of budgetary adjustments related to City Divisions and Agencies.

ISSUE BACKGROUND

In 2008 the Province, in conjunction with changes resulting from the Provincial Municipal Fiscal and Service Delivery Review (PMFSDR), initiated the Toronto Pooling Compensation (TPC) grant program to compensate the City for the termination of GTA Equalization ("pooling") payments and Ontario Municipal Partnership Fund (OMPF) grants formerly provided by the Province to mitigate the disproportionate cost of downloaded social housing costs borne by the City.

In June 2013 the Province unexpectedly announced the phase-out of Toronto Pooling Compensation grants over three years, from 2014 to 2016, creating a \$129 million annual revenue shortfall by 2016. In 2014 the City funded the first \$43 million shortfall with one time sources. As a result, the 2015 shortfall is \$86 million.

In 2013 City Council responded by requesting the Province rescind its decision to eliminate Toronto Pooling Compensation grants by 2016 or, at a minimum, maintain the social housing component of Toronto Pooling Compensation.

COMMENTS

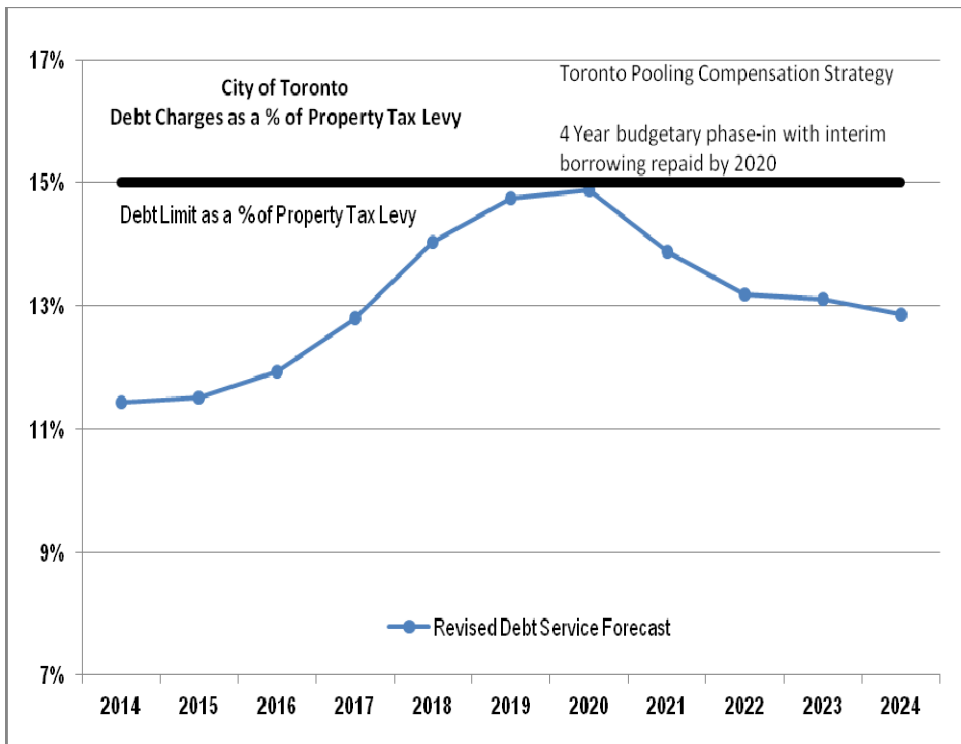
The elimination of Toronto Pooling Compensation was announced in June 2013. In accordance with Council direction, staff had pursued a strategy of persuading the provincial government to reconsider this action. Since November of 2014, staff have been pursuing some form of compromise to delay the full elimination of the pooling funding to at least 2018. In January, given the Provincial rejection of delaying the full elimination, the strategy shifted, by necessity, to exploring ways to phase-in the impact to 2018 through reducing capital contributions, and financing the resulting capital funding shortfall on a short term basis.

The City considered a Provincial proposal for a loan (at full market terms), but determined that other means were available that would be more advantageous to the City, specifically bank loan financing. Subsequently, staff have identified an internal borrowing mechanism (from the City's investment pool) and are now recommending that approach.

The key characteristics of the recommended phase-in are as follows:

1. Budgetary Phase-in Period – it is recommended that the budget be adjusted to fully address the TPC revenue loss over a period of 4 years. Longer term phase-ins were considered, but resulted in more short term borrowing (for capital). For example, if the budget phase-in is extended to 6 years, the amount of capital financing increases by approximately \$35 million (i.e. from \$130m to \$165 m). In addition, the budget increases required to repay the debt are larger, increasing from 6.1% in aggregate, to 7.3% (see Appendix 2 and 3 for details). Four years is considered sufficient time to identify budget adjustments and minimize the need for any associated tax increases. Finally, the recommended strategy deals with the full shortfall within this term of Council.
2. Debt repayment term – the recommended strategy would see the debt fully repaid within 6 years. This period is recommended in order to avoid encumbering the operating budget with the associated debt payments for an extended period. Constraining repayment to six years balances affordability of payments with maintaining longer term budget flexibility, takes advantage of current low short term borrowing costs, and completes all repayments prior to the City's peak projected debt service ratio in 2021. Once the debt has been repaid, a budget decrease of \$46 million or about 1.6% could be considered in 2021. Staff would recommend that this decrease be used to increase the contribution from the operating fund to the capital fund (CFC).

Debt service ratio - the recommended strategy requires debt repayments of approximately \$45 million per year from 2018 to 2020. These payments increase the City's debt service ratio over the period, just prior to the expected peak in the City's debt service ratio in 2021. Based on an updated debt service ratio forecast to reflect the current and forecasted low interest rate environment, the capital financing plan as recommended in this report is not expected to raise the debt service ratio above the Council adopted 15% limit, as shown below. Nevertheless, it is recommended that staff commence a detailed review of the City's capital requirements as part of the City's 2016 Capital Budget process, to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.



4. Internal borrowing mechanism - The least administratively burdensome and most flexible way to obtain the required financing is to borrow from internal sources. Under this approach, rather than accessing the capital markets or a bank, it is recommended that the City issue debt that is held by the City and held as an investment in its own investment portfolio. The City is permitted by regulation to invest in its own debt, including holding its own debentures as investments.

The advantage of this approach is twofold – increased flexibility and lower costs. The transaction costs would be much less than a comparable syndicated market debenture issuance, and execution will be administratively simpler than a comparable bank loan. The City may also have some increased flexibility in structuring the debt so as best to suit the situation.

The authorities for temporary borrowing, issuing debentures, and investing in City debt, are provided by the City of Toronto Act, 2006, Ontario Regulation 610/2006, Chapter 30 of the Municipal Code, and the City's Investment Policy. The Deputy City Manager & Chief Financial Officer is required to report annually to Council on all debt issuance and investment activity which has occurred in the year.

CONTACT

Joe Farag, Executive Director, Corporate Finance, jfarag@toronto.ca, (416)392-8108

Josie La Vita, Executive Director, Financial Planning, jlavita@toronto.ca, (416)397-4229

Rob Hatton, Director, Strategic Initiatives & Intergovernmental Finance, rhatton@toronto.ca, (416)392-9640

SIGNATURE

Joseph P. Pennachetti
City Manager

Roberto Rossini
Deputy City Manager &
Chief Financial Officer

ATTACHMENTS:

Appendix 1 – Financial Implications

Appendix 2 – Summary of Budgetary Adjustments and Capital Financing Plan

Appendix 3 – Illustration of Budgetary Adjustments and Capital Financing Plan

Appendix 1 Financial Implications

2015 Budget Adjustments

In order to absorb the housing impact in 2015, staff recommend \$25.3M in budget adjustments to absorb the potential 1% tax increase in 2015. The following adjustments are recommended to Budget Committee:

<u>Program</u>	<u>Description</u>	<u>Gross \$M</u>	<u>Net \$M</u>	<u>Position</u>
Cluster A - \$2.3M				
Toronto Employment & Social Services	<ul style="list-style-type: none"> Reduction of average monthly caseload by 1,500 (95,000 to 93,500) based on 2014 projected actual caseload 	13.833	1.650	26
Shelter, Support & Housing Administration	<ul style="list-style-type: none"> Reduction in non-TCHC mortgage renewals due to lower interest rates 	0.500	0.500	
Children's Services	<ul style="list-style-type: none"> Fewer part-time hours required for the directly operated programs as a result of the implementation of full day kindergarten. 	0.150	0.150	
Cluster B - \$2.0M				
Transportation Services	<ul style="list-style-type: none"> Reduce 5 vacant positions since 2012 (\$0.425M) Increase parking permit revenues based on 2014 accounts (\$0.868M) Funding of 2 positions related to Public Realm from the reserve (\$0.229M) 	1.522	1.522	-5
Fire Services	<ul style="list-style-type: none"> Reduction in materials, supplies and equipment expenses based on 2014 projected actual expenditures 	0.300	0.300	
Policy, Planning, Finance and Administration	<ul style="list-style-type: none"> Reduction in various non-salary accounts based on 2014 projected actual expenditures 	0.128	0.128	
Engineering & Construction Services	<ul style="list-style-type: none"> Reduction in contracted services for office space adjustments 	0.050	0.050	
Cluster C - \$2.0M				
Fleet Services 311 Toronto	<ul style="list-style-type: none"> Reduction of \$1.7M due to update of lower fuel costs. Lower payroll costs due to improved scheduling of part-time staffing 	1.700	1.700	

<u>Program</u>	<u>Description</u>	<u>Gross</u> <u>\$M</u>	<u>Net</u> <u>\$M</u>	<u>Position</u>
Agencies - \$10.0M				
Toronto Police Service	<ul style="list-style-type: none"> • Reduction of \$2M in fuel costs based on current fuel prices • Increase in Safer Communities Policing Grant by \$1M to maintain 2014 funding level • Reduction in contribution to sick pay reserve by \$1M • Reduction in non-payroll expenditures by \$1m based on 2014 experience 	4.000	5.000	
Toronto Transit Commission	<ul style="list-style-type: none"> • WSIB – reduced by \$0.6M due to lower than anticipated payouts • Gapping - increase of 0.4% (2.6% to 3.0%) to reflect anticipated staffing levels with savings of \$1.0M • New operating service improvements – reduction of 40 positions (\$2.0m) • Reallocate costs for streetcar road infrastructure appropriately to the Capital Budget (\$1.4M) 	5.000	5.000	-40
Non-Program – 9.0M				
Expenditures	<ul style="list-style-type: none"> • Tax deficiencies reduction of \$5.0M to reflect 2014 projected actual expenditures 	5.000	5.000	
Revenues	<ul style="list-style-type: none"> • Payment in lieu of taxes – increase of \$2.0M to reflect 2014 projected actuals • Parking ticket revenues – increase of \$2.0M to reflect 2014 projected actuals 		4.000	
City Total		21.300	25.300	-19

Appendix 2
Summary of Budgetary Adjustments and Capital Financing Plan

Recommended 4 yr Phase-in

Year	2015	2016	2017	2018	2019	2020	2021
Original TPC schedule	\$135.6	\$128.8	\$121.9	\$115.1	\$115.1	\$115.1	\$115.1
TPC Elimination schedule	\$50.0	0	0	0	0	0	0
Revenue Loss	\$85.6	\$128.8	\$121.9	\$115.1	\$115.1	\$115.1	\$115.1
Recommended Cumulative Budgetary Adjustments	\$25.3	\$69.3	\$114.5	\$160.7	\$160.7	\$160.7	\$115.0
Equivalent Residential Tax Increases	1.0%	1.7%	1.7%	1.7%	-	-	-1.6%
Cumulative Equivalent Residential Tax Increases	1.0%	2.7%	4.4%	6.1%	6.1%	6.1%	4.5%
Year	2015	2016	2017	2018	2019	2020	2021
Borrowing	\$60.5	\$59.5	\$7.5	-	-	-	-
Short Term Interest @1.5%	-	\$0.9	\$1.8	\$3.3	\$2.2	\$1.1	-
Debenture Debt Charges	-	-	-	\$45.5	\$45.5	\$45.5	-
Net Amount Owing	\$60.3	\$120.7	\$130.0	\$87.7	\$44.4	\$0.0	-
Year	2015	2016	2017	2018	2019	2020	2021
CFC Budget	\$258.7	\$284.6	\$313.1	\$344.4	\$378.8	\$416.7	\$458.4
CFC Reduction	\$60.3	\$59.5	\$7.5	-	-	-	-
Revised CFC	\$198.4	\$225.1	\$305.6	\$344.4	\$378.8	\$416.7	\$458.4

Appendix 3

Illustration of Budgetary Adjustments and Capital Financing Plan

6 year Budgetary Phase-in

Year	2015	2016	2017	2018	2019	2020	2021	2022
Original TPC schedule	\$135.6	\$128.8	\$121.9	\$115.1	\$115.1	\$115.1	\$115.1	
TPC Elimination schedule	\$50.0	0	0	0	0	0	0	
Revenue Loss	\$85.6	\$128.8	\$121.9	\$115.1	\$115.1	\$115.1	\$115.1	
Recommended Cumulative Budgetary Adjustments	\$25.3	\$57.7	\$90.9	\$125.0	\$159.9	\$195.7	\$157.5	\$115.0
Equivalent Residential Tax Increases	1.0%	1.25%	1.25%	1.25%	1.25%	1.25%	-1.35%	-1.37%
Cumulative Equivalent Residential Tax Increases	1.0%	2.25%	3.5%	4.75%	6.0%	7.25%	5.88%	4.51%
Year	2015	2016	2017	2018	2019	2020	2021	2022
Borrowing	\$60.3	\$71.1	\$31.0	-	-	-	-	-
Short Term Interest @1.5%	-	\$0.9	\$2.0	\$4.1	\$4.0	\$3.0	\$1.0	\$0.0
Debenture Debt Charges	-	-	-	\$9.9	\$44.8	\$80.6	\$42.0	\$0.0
Net Amount Owing	\$60.3	\$132.3	\$165.2	\$159.5	\$118.6	\$41.0	-	-
Year	2015	2016	2017	2018	2019	2020	2021	2022
CFC Budget	\$258.7	\$284.6	\$313.1	\$344.4	\$378.8	\$416.7	\$458.4	\$504.2
CFC Reduction	\$60.3	\$71.1	\$31.0	-	-	-	-	-
Revised CFC	\$198.4	\$213.5	\$282.1	\$344.4	\$378.8	\$416.7	\$458.4	\$504.2

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P25. ORDER OF ONTARIO – DR. DHUN NORIA

The Board noted that Dr. Dhun Noria was presented with the Order of Ontario at an investiture ceremony at Queen's Park on February 3, 2015 and congratulated her on this prestigious recognition. A summary of Dr. Noria's significant work in Ontario's health care system and involvement in the community is on file in the Board office.

Moved by: S. Carroll and J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P26. TORONTO YOUTH CABINET – YOUTH SURVEY

The Board was in receipt of correspondence dated February 04, 2015 from Kevin Vuong, Toronto Youth Cabinet, regarding the results of a youth survey entitled “Choose Your Chief TO.” A copy of Mr. Vuong’s correspondence is attached to this Minute for information.

Mr. Vuong and Mr. Sam Teclé, Toronto Youth Cabinet, were in attendance and delivered a presentation to the Board.

Following the presentation, Chief Blair responded to questions by the Board with respect to the extent to which the TPS consults with youth.

Chief Blair said that while the Chief’s Youth Advisory Committee had not met regularly during the past 12 to 18 months, the TPS has designated a member to be the youth liaison officer. Chief Blair also said that the PACER team has conducted broad consultation with many youth groups and the Toronto Youth Cabinet is welcome to participate, if it would like to do so.

Chief Blair indicated that consultation with youth is important and that Mr. Vuong and Mr. Teclé had shared advice which he thought was valuable and would take into consideration.

The Board received the correspondence from Mr. Vuong and the presentation.

Moved by: S. Carroll



February 4, 2015

Alok Mukherjee
Chair, Toronto Police Services Board
40 College Street
Toronto ON, M5G 2J3

Re: Toronto Police Services Board – Feb. 19th Meeting Agenda

Dear Alok Mukherjee:

I am writing to you on behalf of the Toronto Youth Cabinet, the official youth advisory body to Toronto City Council, to request an agenda spot at the upcoming Toronto Police Services Board meeting on February 19th.

As the voice of youth in Toronto, the Toronto Youth Cabinet has been working hard to engage young Torontonians in the conversation with regards to the hiring of our city's next Police Chief. Additionally, many of our constituents have also spoken about the need for greater youth representation in decision-making bodies.

We are currently conducting a youth survey "[Choose Your Chief TO](#)" to gather a broader picture of what young Torontonians feel and think about the leadership of the Toronto Police Service, as well as their relationship with the Toronto Police Service.

At the meeting, we intend to share with you and your colleagues the results of our survey, as well as a short presentation from TYC members and youth from across Toronto with valuable feedback and insights about how we can strengthen the relationship between youth and the Toronto Police Service.

It is my sincere hope that you will provide us with the opportunity to ensure that the voice of youth is heard in a topic that impacts so many of us.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin', written over a light blue horizontal line.

Kevin, on behalf of the Toronto Youth Cabinet

The Toronto Youth Cabinet was established in 1998 by Toronto City Council as the official youth advisory body to the City of Toronto, and serves as the voice for over 330,000 young Torontonians. We strive to build an equitable, youth-friendly Toronto by working in collaboration with City Councillors, City departments, community groups, and youth-serving organizations.

Toronto Youth Cabinet • Toronto City Hall, East Tower, 15th Floor • 100 Queen Street West • Toronto ON, M5H 2N2
City Council and Intergovernmental Relations • 416-918-4086 • kevin@toyouthcabinet.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P27. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –
BOARD CHAIRS CONSULTATION**

The Board was in receipt of the following report February 04, 2015 from Alok Mukherjee, Chair:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –
BOARD CHAIRS CONSULTATION

Recommendation:

It is recommended that this report be received for information.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background

At its meeting of January 21, 2015, the Board received the Chief's status report on the Toronto 2015 Pan American/Parapan American Games. Following discussion, the Board motioned to have me contact the Chairs of the other nine Police Services Boards and the OPP to identify issues of concern related to Board oversight of policing of the games (Minute P7/15 refers).

On February 4th, a meeting was held via conference call with the Chairs and Deputy Minister M. Torigian, Community Safety (representing OPP). The following Boards participated in the call:

- | | |
|-------------|-----------------|
| 1. Durham | 5. York |
| 2. Halton | 6. South Simcoe |
| 3. Hamilton | 7. Toronto |
| 4. Niagara | |

At this meeting, each Board Chair discussed how the governance role is being exercised within their respective jurisdictions. The Board Chairs are in agreement that ongoing coordination and sharing of information amongst the Boards and the OPP leading up to the event is of importance.

As a result of this meeting, Deputy Minister M. Torigian offered, in consultation with the Integrated Security Unit (OPP), to convene a briefing for all Board Chairs and Chiefs and/or designated liaison members of jurisdictions involved in hosting the sporting events of the Pan American Games.

This briefing will be hosted by the Toronto Services Board. Board members will be kept apprised of the date and any other information related to the briefing.

Conclusion:

It is recommended that the Board receive this report for information.

The Board received the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P28. MONTHLY REPORT: FEBRUARY 2015 – TORONTO 2015 PAN
AMERICAN/PARAPAN AMERICAN GAMES – STATUS REPORT**

The Board was in receipt of the following report February 10, 2015 from William Blair, Chief of Police:

Subject: TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES -
STATUS REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

At its January 2015 meeting, the Board accepted the Cost Contribution Agreement negotiated between the Ministry of Community Safety and Correctional Services and the police service agencies comprising the Integrated Security Unit (ISU) for the 2015 Toronto Pan American/Parapan American Games (Min. No. C22/15 refers). The Cost Contribution Agreement will provide for reimbursement of all salary and non-salary incremental expenditures relating to the planning, operational, and demobilization phases of the Games through to October 31, 2015.

The Ministry of Community Safety and Correctional Services has requested further detail with respect to the budget covered by the Agreement. It is anticipated that the Agreement will be executed in Q1 2015. In the interim, the Province will be invoiced for costs incurred by the Service through to year-end 2014. However, reimbursement will not be received until the Agreement has been executed.

Background/Purpose:

The Toronto 2015 Pan American/Parapan American Games (Games) will be held in the City of Toronto and surrounding municipalities in July and August of this year. Toronto hosts the largest portion of the Games' training and competition events with approximately 60 percent of the venues located within the City's jurisdiction.

Athletes, coaches, and team officials from the 41 participating countries will begin to arrive in Toronto late June 2015. The operational phase will continue to the conclusion of the Parapan American Games mid-August and the subsequent departure of the visiting athletes, Games' family members, and team officials. The demobilization phase will run from August 22 through to October 31, 2015.

With less than six months until the commencement of the operational phase (June 24 to August 21, 2015), the Toronto Police Service Pan Am Games Planning Team is concentrating on revisions to the operational plans, scheduling of mandatory training for personnel to fill the Games' work assignments, engagement of identified key individuals who will be involved in the Games' operational phase, liaising with traffic and transportation planners, and the dissemination of information to the Service membership and external business and community groups who will be impacted by the Games' operations.

Discussion:

This report provides a status update with respect to business continuity and staffing strategies for the Games, the assignment of members to the work details entered into the Pan Am Scheduling System (PASS), venue operational planning, traffic/transportation coordination, training, and the dissemination of Games' related information to internal and external stakeholders.

Business Continuity and Staffing Strategies for the Games

The TPS Pan Am Games Planning Team – Business Continuity continue to review deployment strategies to validate the Games' staffing plan and to ensure the most efficient utilization of uniform and civilian resources. An in-depth analysis is underway with respect to the provisions for business continuity and the maintenance of resources within Community Safety Command, particularly during the dates when resource demands are at a peak.

Business Continuity team members are responsible for entering approximately 29,000 work assignments into PASS, complete with details regarding the training the member must have completed in order to accept the assignment, a comprehensive list of job functions for the work detail, and specifics pertaining to staging areas, sign in procedures, and transportation to and from the specific post.

For specialized functions such as motorcycle officers, Public Order, Organized Crime Enforcement, Toronto Anti-Violence Intervention Strategy (TAVIS), and Transit Patrol, Business Continuity team members have assigned work details for every date and shift, which requires entry of the member's badge number and validation of the assignment for every detail.

Additional work assignments will be captured in PASS as security sweep team members are identified and trained, Public Order officers are identified and trained, the staffing plans for staging areas and Command Posts are completed, and other specific job functions are identified. The team has initiated discussions with internal units regarding the utilization of Youth In Policing Initiative (YIPI) students and auxiliary officers to assist during the Games.

TPS Pan Am Games Planning Team members continue to monitor the number of assignments filled in PASS and the number of assignments remaining. To date, the selection of assignments in PASS is progressing well; however, alternate staffing strategies will be initiated if necessary to meet the Service's obligations with respect to the provision of policing and security for the Games.

Logistics

In conjunction with the Service's Time and Resource Management System (TRMS) subject matter expert, the TPS Pan Am Games Planning Team – Logistics have developed a team of experienced members who will be responsible for the entry of data into the Service's payroll system based on the actual hours worked by members each day. These assignment details are captured in PASS and will be validated by information captured at the staging areas.

The bus requirements and driver schedules have been developed in accordance with the transportation plan. Fleet requirements and delivery dates have been provided to the Service's Fleet and Materials Management unit.

Logistics have attended various Command Post and staging locations with TPS - Information Technology Services to identify the equipment and technical requirements at these sites. In consultation with the TPS – Purchasing Services, procurement of hardware and contracting services (electrical) has been initiated for Command Post and staging area setup.

The feeding plan has been created for the provision of meals to personnel assigned to venues, mobile units, and static posts. Logistics have completed calculations for the acquisition and distribution of bottled water and snacks at staging areas. Purchasing Services will coordinate vendor selection in accordance with established processes and procedures.

Logistics continue to liaise with Communications Services regarding Games' related call signs and dispatch requirements. Preliminary discussions are underway with respect to the allocation of accommodations reserved by the ISU on behalf of the TPS.

Operational Planning – Venues

Venue planners have compiled extensive documentation to support the estimated private security numbers. They are also reviewing all positions currently assigned to private security personnel to verify that the assigned roles and responsibilities are in compliance with the provisions of the private security contract.

Planners have validated thousands of Constable assignments for entry into PASS prior to the go-live date of January 19, 2015. Competition schedules released by Toronto 2015 continue to be fluid, which have the potential to impact TPS operational plan documentation, as well as the staffing details captured in PASS. Meetings with external stakeholders are ongoing in an effort to solidify plans in preparation for the operational phase.

The security sweep team plans and schedules are under review in an effort to maximize resource efficiency for both police and private security personnel. Training for security sweep teams will commence in March 2015 in preparation for the security sweeps at the many venues within the City of Toronto, including Athletes Village and the bus depot where the transportation system for the athletes will be centralized.

Members of the planning team will attend training on the Threat Risk Assessment tool developed by the ISU to assist with conducting and cataloguing a threat risk assessment for each venue. Completed documents will be subject to peer review.

Planning team members have attended magnetometer training offered by the private security firm contracted for the Games. Planners have also participated in a table-top exercise coordinated by Toronto 2015.

Planners are liaising with ISU agency representatives to finalize plans for the supply of security equipment and infrastructure.

Traffic and Transportation

The membership's response to traffic details captured in PASS has been tremendous. To date, all motorcycle and collision reconstruction positions (requiring specialized skills) have been filled. Identified highway positions are 95 percent filled, and 70 percent of the details on the Games Route Network (GRN) are assigned. The bulk of the remaining work assignments for traffic pertain to parking control and road events.

Members of the TPS Pan Am Games Planning Team – Traffic have begun to engage key TPS personnel who will be involved in the operational phase, providing them with an overview of the Games and the traffic/transportation plan.

Traffic team members have been liaising with Communications Services with respect to information sharing with the Ontario Provincial Police (OPP) via a Common Operating Picture. There is an existing Memorandum of Agreement that provides for the transfer of data between the TPS and the OPP.

The Enhanced Response Rail Team plans are complete to allow for quick response to situations on transit system railways that will impede the movement of visitors and spectators using these systems. Plans for the Torch Relay are nearing completion; however, members continue to revise operational plans as information is received from external stakeholders. Development of scalability for security plans for the road events is underway.

Traffic team members are awaiting a decision by the City of Toronto regarding the dates and format identified for road cycling event familiarization. TPS has proposed a rolling road closure to reduce the extent of road closures for the cycling familiarization events and the requirement for significant police resources to secure the event.

High Occupancy Vehicle (HOV) lanes will be introduced on all major highways in the Greater Toronto Area to facilitate the movement of Games' athletes and officials, Games' family members, dignitaries, media, and general purpose vehicles that meet the HOV criteria. Decisions are anticipated late February regarding the HOV lane vehicular occupancy criteria in the GRN HOV lanes and the operational dates. Decisions are also pending with respect to City by-law amendments and road closures.

Training

A PASS portal training package was disseminated to training Sergeants across the Service prior to the opening of PASS to the general membership. All TPS Pan Am Games Planning Team members received PASS training to assist with the data entry of thousands of work assignments and to respond to the volume of inquiries anticipated upon PASS go live.

TPS Pan Am Games Planning Team – Training members have begun to develop content material for Toronto Police Service members who will be involved in the operational phase, specifically those who will be assigned to Command Posts.

A Command and Control test event is scheduled for ISU agency commanders to test the flow of information, the sharing of information via the RCMP Emergency Management System (EMS), and the utilization of resources from an ISU perspective. Feedback will be shared among the police agencies participating in the ISU.

EMS Screener and Situational Board training is being developed for personnel who will be working in the Command Posts during the Games' operational phase. EMS Planning Module training is also being arranged for identified members of the TPS Pan Am Games Planning Team, Emergency Management and Public Order, and Intelligence Services.

The target rollout date for the on-line learning modules for all services is late February 2015. The content for venue-specific training for TPS members is in the development stage. The ISU handbook is in the final stages with a target completion date late March 2015.

Community and Business Liaison – Communications Plan

Members of the TPS Pan Am Games Planning Team have delivered 185 presentations to divisions and units across the Service. An internal Pan Am Information email address has been established to allow TPS members to ask specific questions about the Games. In 2015, Community and Business Liaison team members have provided responses to 396 email inquiries.

Presentations to local business and community groups commenced early 2015 in cooperation with representatives from Toronto 2015, the Ministry of Transportation, the City of Toronto, and members from other police agencies comprising the ISU. TPS Planning Team members will also be attending Community Police Liaison Committee meetings in those divisions impacted by the Games.

The Community and Business Liaison section of the planning team have been conferring with the Service's Corporate Communications to develop a Games' time communications plan. A member of the planning team has taken the lead on Pan Am Games social media, including Twitter and Facebook accounts, and inquiries received via the internal Pan Am Information email account.

Conclusion:

The Toronto Police Service plays an integral role in planning for the 2015 Pan American/Parapan American Games, and as such, will continue to liaise with internal and external stakeholders to refine and finalize operational plans and to procure required goods and services.

Identified members of the Service who will play a key role during the operational phase will be engaged with the team in order to facilitate the transfer of knowledge in preparation for the commencement of the Games. Training and test exercises are being planned to evaluate the effectiveness of information sharing, the decision making structure, and to identify any process gaps in planning details. Contingency plans are also being examined to prepare for unexpected events that may impact the Games.

The TPS Pan Am Games Planning Team – Business and Community Liaison section will continue to relay pertinent information to the Service’s membership, as well as area business and community groups that will be impacted during the Games’ operations. The communications strategy for the operational phase is being developed in consultation with the Service’s Corporate Communications subject matter experts.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions from the Board.

Deputy Chief Mark Saunders, Specialized Operations Command, and Inspector Brian Preston, were in attendance and delivered a presentation to the Board on the preparations for the 2015 Pan American/Parapan American Games. A paper copy of the presentation is on file in the Board office.

Following the presentation, Deputy Chief Saunders and Inspector Preston responded to questions by the Board.

During a discussion regarding the structure for the command and control of the Games, Chief Blair emphasized that the Chief of Police in Toronto will be responsible for all policing operations related to the Games that occur in the City of Toronto and that the Chief of Police will be accountable to the Board.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with regard to the preparations for the Games. A written copy of Mr. Langenfeld’s deputation is on file in the Board office

The Board approved the following Motion:

THAT the Board receive the foregoing report, the presentation by Deputy Chief Saunders and Inspector Preston and the deputation by Mr. Langenfeld.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P29. COMPLIANCE WITH *INTEGRATED STANDARDS/ACCESSIBILITY FOR
ONTARIANS WITH DISABILITIES ACT* – TRAINING, REPORTING
OBLIGATIONS AND RISK REDUCTION**

The Board was in receipt of correspondence dated January 05, 2015 from Gerald Parker, Executive Director, Institute of Canadian Justice, with respect to compliance with *Accessibility for Ontarians with Disabilities Act* and *Integrated Standards*. A copy of Mr. Parker's correspondence is appended to this Minute for information.

Mr. Parker was in attendance and delivered a deputation to the Board.

Following Mr. Parker's deputation, Chief Blair responded to each of the seven questions contained in Mr. Parker's correspondence.

The Board received Mr. Parker's correspondence and deputation.

Moved by: J. Tory



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Toronto Police Services Board
40 College Street West
Toronto, Ontario M5G-2J3
January 5, 2015

Re: January 2015 TPSB Deputation-Toronto Police Services Compliance with *Integrated Standards/Accessibility for Ontarians with Disabilities Act* -Training, Reporting Obligations and Risk Reduction

Dear Dr. Mukhejee and Members of the Toronto Police Services Board:

Thank you for taking your important time to further consider the issues of municipal policing, accessibility, the underlying public policy and resource deployment, transcending statutes and the societal realities in Toronto particularly for persons with disabilities, our significantly maturing population and Canada's most chronically ill and dying.

Under *Regulation 429/07 of the Accessibility for Ontarians With Disabilities Act and Integrated Standards* obligated sectors and agencies such as the Toronto Police Services are required to have undertaken training on the regulation and its provision pertaining to accessibility training. The regulation also provides for the requirement to provide proof of training for all employee's and associates. The deadline for the completion has elapsed and a number of questions have arisen as a result. Questions that go to the heart of the corporate core values, risk reduction and reputation. Simply put accessibility is a complicated challenge but is legally required and we must all do our very best to both serve and protect people with disabilities and our significantly maturing population that share so much commonality. Our policies and operations must be consistent with such rightful obligations and if not enforced just like any other law. After all this is the safety of our family, freinds and all our loved ones and communities we speak of. It is about dignity, inclusion and yes, respect afterall we are all equal before the law are we not? Post the last legislative statutory review in 2014 the *Integrated Standards/AODA* is now entering an enforcement phase where primary organizations and specified worst offenders are being identified. We should prefer education, smart decisions and preventing disability and risk. Hence..such earnest efforts. We need to ensure that good people and yesterdays graduating class do an even better job as these very human evolutions occur. We all have freinds, family and loved ones with a disability as we all shall in one or many forms now and in the future. It is our human condition. The question is how well attuned are we to each others safety and mutual benefits in this society. We do have obligations morally and legally to implement and respect the rule of law, the Charter, human rights, and associated accessibility and public safety for all especially our most vulnerable who all so prevalently engaged in public safety issues. The *AODA* etc. and its requirements, especially its training, is foundational to this challenging evolution. Our policing services are one of the most immediately and acutely placed to mitigate disabilities associated issues with great success or very much hinder as a result. It all hinges on good training that is specified, well resourced and executively and operationally embraced.

So, in the form of questions:

1. The *Integrated Standards/AODA* Training and Reporting deadline has elapsed. Has the Toronto Police Service and Toronto Police Services Board met its *Integrated Standards/AODA Reg. 429/07* training requirements for all employee's and associates?
2. Is the *Integrated Standards/AODA* training specific and robust so as to meet the forces core values, risk reduction and reputation?
3. Public requests for proof of training have been refused. Has the required "proof of training" under *Intregated Standards/AODA Reg. 429/07* been requested by the Toronto Police Service Board and/or provided to the public? And, if so why or why not and when?
4. Has the *Municipal Law Enforcement Certification Program* been audited? MLEO's are working outside of legal parameters contrary Toronto Police, City of Toronto, Provincial and Federal provisions and human rights and public safety obligations. Is the Toronto Police Services Board and Toronto Police Services responsible for the integrity and legal obligations of the MLEO Program? An audit is completely necessary.
5. Is the Toronto Police Services Board and Toronto Police Services aware that under the *Integrated Standards/AODA* enforcement penalties of up to \$50,000 per day per Director and \$100,000 per day per corporation?
6. Because regulatory failures manifest in people with disabilities and harm, preventable injuries and fatalities occur police officers and judicial officers are obliged to consider *Section 272.1 of the Criminal Code of Canada* otherwise known as the Westray Mine Amendment. Does the Toronto Police Services Board and Toronto Police Service understand the implications upon its responsibilities?
7. Is the Police Services Board aware that Toronto Police operations that are directed by the City of Toronto i.e arterial route fine increases and restrictions do not proceed before the Committee of Council –Accessibility Committee until after the Toronto Police engagement literally years later? Is the Toronto Police Services Board aware this is a foundational breach of the spirit and specification of the legislation? Help or hinder? Revenue or rights? Risk or reduction? Harm or success? Us or them? This is about all of us.

So, as always, I come to you with kind intention as a subject area expert to assist you good people to do a tough and all too often thankless job. Thank you and I look forward to our important work together!

Kindest Thoughts and Actions,



Gerald H. Parker
Executive Director

c.c: Andre Marin, Ontario Ombudsperson
Fiona Crean, Toronto Ombudsperson
Erica Johnston, CBC Marketplace
Susan Eng, CARP

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P30. SERVICE GOVERNANCE PERTAINING TO THE ACCESS TO POLICE
SERVICES FOR UNDOCUMENTED TORONTONIAN**

The Board was in receipt of the following report January 19, 2015 from William Blair, Chief of Police:

Subject: SERVICE GOVERNANCE PERTAINING TO THE ACCESS TO POLICE
SERVICES FOR UNDOCUMENTED TORONTONIANS

Recommendation:

It is recommended that the Board receive this report for information.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background:

During its meetings on June 10, 11, 12 and 13, 2014, City Council adopted the item entitled "Access to City Services for Undocumented Torontonians" (item 14-CD29.11), containing 13 recommendations, one of which was directed to the Toronto Police Services Board (Board).

Recommendation 12 states:

City Council request the Toronto Police Services Board to work with the Chief of Police, Toronto Police Service and to review existing policies to ensure the Toronto Police Service complies with Toronto's Access without Fear directives, as recommended by the Solidarity City Network.

The Access without Fear directives were contained in a report entitled "Towards A Sanctuary City" completed by the Solidarity City Network (SCN) organization. Recommendation 2 of this report states:

Following Chicago and San Francisco, we recommend that Toronto insist that Toronto police uphold the principles of Access Without Fear in line with the approved policy. This means urging the City-funded agency not to share information with Federal immigration authorities. In other cities, this has involved targeted cultural sensitivity training for police officers, regular community consultation mechanisms in the first years of the policy to monitor its implementation, and firm accountability measures in place in cases where the policy is being violated.

On November 14, 2014, the Board Chair requested that the Chief prepare a report providing an assessment of the extent to which the Service policies, procedures, practices, and programs conform to the Access without Fear directives referenced in the SCN report.

The purpose of this report is to inform the Board of current Service Governance and the Service's compliance with Toronto's Access without Fear directives, as recommended by the SCN.

Discussion:

Toronto Police Services Board Policy

At its February 15, 2006, meeting, the Board received a report from Chair Alok Mukherjee which recommended, in part, that: "*The Board adopt a policy directing that the Chief of Police develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.*" (Min. No. P34/06 refers).

At its meeting on May 18, 2006, the Board approved a new Board policy entitled "Victims and Witnesses Without Legal Status" (Min. No. 140/06 refers).

Toronto Police Service Governance

On February 16, 2007, the Service adopted the following new Service Governance:

- A new Standards of Conduct, Section 1.35 "Persons Without Status", which directs;
Victims and witnesses of a crime shall not be asked their immigration status, unless there are bona fide reasons to do so.
- A new Service Definition, Bona Fide Reasons, which is defined as;
 - *a victim or witness who may possibly require or may seek admission into the Provincial Witness Protection Program*
 - *a Crown Attorney is requesting information for disclosure purposes*
 - *the information is necessary to prove essential elements of an offence*
 - *investigations where the circumstances make it clear that it is essential to public or officer safety and security to ascertain the immigration status of a victim or witness.*

On February 20, 2007, Service Procedure 05-04 entitled "Domestic Violence" was revised to include the definition for Bona Fide Reasons, and the Persons Without Status directive was included in the "Calls for Service" section of the procedure.

The two additions to Service Governance and the amendment to Procedure 05-04 were reported to the Board at its meeting on March 22, 2007 (Min. No. P112/07 refers).

Domestic Violence Training – Toronto Police College

Training on domestic violence is included on the Domestic Violence Investigators, Supervisors, Coach Officers, and Death Investigators courses delivered by the Toronto Police College. During these training opportunities, the importance of complying with and understanding the contents of the Domestic Violence (Procedure 05-04) is emphasized. The specific issue of immigration/legal status is included in several places within the Procedure. It states: “Victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so”. The Bona Fide reasons are explained in the definitions section. It also includes “immigration status of the parties” as a factor that shall not be an influence in the decision to lay charges. These procedural points are brought to the attention of officers during the training.

Immigration/legal status is also addressed when discussing the many dynamics that impact a domestic situation. It is included when talking about vulnerabilities of complainants. It is also included when discussing mechanisms of control and influence.

Toronto’s Access Without Fear Directives

Recommendation 2 of the “Towards A Sanctuary City” report prepared by the SCN states, in part,

Following Chicago and San Francisco, we recommend that Toronto insist that Toronto police uphold the principles of Access Without Fear in line with the approved policy. This means urging the City-funded agency not to share information with Federal immigration authorities...

Subsection 4(1) of the *Immigration and Refugee Protection Act* states that: “...the Minister of Citizenship and Immigration is responsible for the administration of this Act.”

However, subsection 4(2)(b) states that: “The Minister of Public Safety and Emergency Preparedness is responsible for the administration of this Act as it relates to...the enforcement of this Act, including arrest, detention and removal”.

The agency responsible for this enforcement is the Canada Border Services Agency.

The Service believes that police services should be available to all members of the community. Any person, whether resident of or visitor to Toronto, may request police response or police services without being asked about their immigration status. Further, as directed by Standards of Conduct, Section 1.35 “Persons Without Status”; unless there are bona fide reasons to do so, police officers will not ask victims and witnesses of a crime for their immigration status during a call for service.

If, during an investigation, a police officer discovers that an individual is under investigation for, is charged with, or is convicted or found guilty of an offence under the *Criminal Code*, the *Controlled Drugs and Substances Act* or any other federal or provincial Act; subsection 5(1) of Ontario Regulation 265/98 entitled *Disclosure of Personal Information*, made under the *Police Services Act* compels the officer to disclose any personal information about the individual to:

- (a) any police force in Canada;
- (b) any correctional or parole authority in Canada; or
- (c) any person or agency engaged in the protection of the public, the administration of justice or the enforcement of or compliance with any federal or provincial Act, regulation or government program,

...if the circumstances are such that disclosure is required for the protection of the public, the administration of justice or the enforcement of or compliance with any federal or provincial Act, regulation or government program. (subsection 5(2), Ontario Regulation 265/98)

As such, police officers would be in contravention of Ontario Regulation 265/98 if they do not share information about these individuals with the Canada Border Services Agency.

Conclusion:

In summary, the Service has reviewed and assessed its current governance, practices, and programs and has determined that they conform to the “Access without Fear” directives contained in the SCN report.

The Service believes that police services should be available to all members of the community and that any person, whether resident of or visitor to Toronto, may request police response or police services without being asked about their immigration status. Additionally, police officers are trained not to ask victims and witnesses of crime for their immigration status, unless there are bona fide reasons to do so.

Police officers do not share personal information about persons without status unless compelled to do so by law [ss. 5(1), Ontario Regulation 265/98 entitled *Disclosure of Personal Information*, made under the *Police Services Act*].

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board approved the following Motion:

THAT the Board receive the foregoing report and forward a copy to the City’s Community Development and Recreation Committee for information.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P31. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: OCTOBER TO DECEMBER 31, 2014**

The Board was in receipt of the following report January 27, 2015 from William Blair, Chief of Police:

Subject: OCCUPATIONAL HEALTH AND SAFETY UPDATE: OCTOBER 1, 2014 TO
DECEMBER 31, 2014 AND YEAR-END SUMMARY

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Service (Min. No. C9/05 refers). Following consideration of the report, the Board requested the Chief of Police to provide quarterly updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

The purpose of this report is to update the Board on matters relating to occupational health and safety issues for the fourth quarter of 2014, and includes a year-end summary.

Discussion:

Fourth Quarter 2014 Summary:

Accident and Injury Statistics:

From October 1, 2014 to December 31, 2014, Service members reported that they were involved in 166 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 33 recurrences of previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups ranging from specialist appointments to surgery.

A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the workplace or work-related accidents/incidents were categorized according to the following attributes:

- Struck/Caught/Contact
- Overexertion
- Repetition
- Fire/Explosion
- Harmful substances/Environmental
- Assaults
- Slip/Trip/Fall
- Motor Vehicle Incident
- Bicycle Incident
- Motorcycle Incident
- Emotional/Psychological
- Animal Incident
- Training/Simulation Incident
- Other

As a Schedule 2 Employer, the Toronto Police Service paid \$40,682.86 in health care costs for civilian members and \$193,842.06 in health care costs for uniform members for the fourth quarter of 2014.

Critical Injuries:

The employer has the duty to report injuries, but not to adjudicate their seriousness, and pursuant to *Section 51* of the *Occupational Health and Safety Act* and *Regulation 834*, must provide notice to the Ministry of Labour (MOL) of all critical injuries which occur in the workplace.

For the 2014 fourth quarterly report, there were three Critical Injury Incidents reported to the MOL. The incidents were confirmed by the MOL to be Critical Injury Incidents which resulted from a cause in a workplace as defined in *Regulation 834*.

Communicable Diseases:

As part of the Communicable Disease Exposure Surveillance Program, members of the Occupational Health and Safety Unit (OHS) review reported exposures. The majority of these reports did not result in claim submissions to WSIB. However, there is an obligation to ensure the surveillance program meets its administrative and reporting requirements. The following table provides a summary of reported exposures for the fourth quarter of 2014.

Reported Exposures	October	November	December	Q4 Total
1. Hepatitis A, B, & C & HIV	7	1	8	16
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	0	10	4	14
4. Meningitis (All)	3	0	3	6
5. Lice and Scabies	2	2	0	4
6. Other*	29	79	47	155
Total	41	92	62	195

* The “other” category can include, but is not limited to, exposures to:

- infectious diseases not specified above including smallpox, rubella, and measles;

- respiratory conditions/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA), (also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, saliva, vomit, etc.).

As a result of a determination made at the Central Joint Health and Safety Committee (CJHSC) meeting of March 29, 2010, OHS monitors incidents in which members report exposure to bed bugs. There were 25 reported exposures to bed bugs in the fourth quarter.

Medical Advisory Services:

The statistics provided are limited to a consideration of non-occupational cases. By definition, short term refers to members who are off work for greater than fourteen days, but less than six months. Long term refers to members who have been off work for six months or longer.

An examination of disability distribution amongst Service members indicates the following:

Disability	October	November	December
Short Term	87	92	80
Long Term - CSLB	67	65	65
Total Disability per Month	154	157	145

Workplace Violence and Harassment:

Bill 168, the Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009, came into force on June 15, 2010. As a result of the above amendment, the *Occupational Health and Safety Act* now includes definitions of workplace violence and workplace harassment, and *Part III.0.1* refers specifically to *Violence and Harassment*.

In the fourth quarter of 2014, five documented complaints were categorized by Professional Standards as meeting the criteria of workplace harassment as defined in the *OHS Act*. Of the five complaints, one was deemed to be substantiated and four were unsubstantiated.

Ministry of Labour Orders, Charges & Issues:

There were no Ministry of Labour orders, charges or issues during the fourth quarter of 2014.

Other Occupational Health and Safety Matters:

Currently, the Service has 432 certified Joint Health and Safety Committee members, comprised of 268 worker representatives and 164 management representatives. For administrative purposes, uniform management representatives consist of members holding the rank of Staff/Detective Sergeant and above.

Seasonal Influenza Vaccination Clinics:

The Service, in partnership with the Toronto Paramedic Services (EMS), hosted eleven seasonal influenza vaccination clinics at various police facilities across the Service. A total of 309 members of the Service were immunized during these clinics.

Annual X-ray Safety Inspections:

On December 1-2, 2014, annual inspections of all X-ray equipment operated by the Service were facilitated by the Occupational Health & Safety Unit. The assessments were conducted with an external Radiation Safety Consultant. Inspections included a comprehensive review of safe operating practices, safety equipment and signage, member training, and radiation leakage testing. No radiation leakage was detected in any of the machines, and no deficiencies in practices, equipment, or signage were identified. All machines and operating procedures are satisfactory and in good order.

Ontario Police Health & Safety Committee:

The Ontario Police Health & Safety Committee met on December 5, 2014, and the following agenda items were discussed: a Working at Heights Guidance Note update; an update to the Public Services Health & Safety Association safety poster campaign; a presentation by the Ontario Police College; a presentation by the Ontario Association of Designated Officers; and a presentation by the Ministry of Labour on Joint Health & Safety Committee certification.

Year-End Summary:

Annual Workplace Safety and Insurance Board Claims and Costs:

For the year 2014, the Service processed 2,786 Injured on Duty (IOD) reports, of which 1,029 were reported to WSIB as workplace injury or illness claims or recurrences. In 2013, there were 1,280 claims and recurrences reported. In 2014, there was a decrease of 19.6% in reportable claims when compared to 2013.

WSIB claims must be reported when workers receive medical attention, lose time or are absent from work, or when any recurrences of work-related injury or illness occur. First Aid incidents do not meet the threshold for reporting to the WSIB.

The following chart lists WSIB claims for the past three years for comparison purposes.

Claim Description	2012	2013	2014*
Health Care	581	584	450
Lost Time	447	483	416
First Aid or No Injury	1944	1915	1757
Recurrences	152	213	163
Total	3124	3195	2786

* Claims can be reported at any time. This is accurate as of the date of this report.

The cost to the Service for workplace injuries and illnesses, as a Schedule 2 employer, including income replacement, healthcare costs, administration fees and all other pensions and awards for the last three years is as follows:

WSIB Costs	2012	2013	2014*
Total	\$8.37M	\$8.5M	\$8.21M

* The cost is accurate as of the date of this report.

Annual Year-end Accident and Injury Statistics:

The following table summarizes Injured on Duty statistics for 2014 organized by type.

Description	Percentage	Description	Percentage
Struck/Caught/Contact	13%	Motor Vehicle Incident	4%
Overexertion	5%	Bicycle Incident	1.5%
Repetition	1.3%	Motorcycle Incident	0.2%
Fire/Explosion	4%	Emotional/Psychological	6.8%
Harmful Substance / Environmental Exposure	20%	Animal Incident	1.3%
Assaults	17%	Training/Simulation Incident	7.6%
Slip/Trip/Fall	15%	Other	3.3%

Annual Year-end Communicable Disease Statistics:

For the year 2014, as part of the Communicable Disease Exposure Surveillance Program, OHS processed 518 reported incidents involving exposures or possible exposures. These would include both WSIB claims and non-reportable First Aid incidents. The following table details the types of exposures arising from the 518 reported incidents.

Reported Exposures	Total	Reported Exposures	Total
Hepatitis A, B & C & HIV	63	Lice and Scabies	26
Influenza	2	Meningitis (All)	14
Tuberculosis	22	Other*	391

* The “other” category can include, but is not limited to, exposures to:

- infectious diseases not specified above including smallpox, rubella, and measles;
- respiratory conditions/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA), (also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, saliva, vomit, etc.).

Annual Year-end Critical Injury Statistics:

Year	Critical Injury Incidents reported to the MOL	Critical Injury Incidents Confirmed
2013	14	14
2014	11	11

The Service continually monitors critical injury incidents and follows up, as required.

Annual Year-end Workplace Violence and Harassment:

In 2014, there were thirteen documented complaints which were categorized by Professional Standards as meeting the criteria of workplace harassment as defined in the *OHSA*. As a result of the investigations, two complaints were withdrawn, eight were deemed to be unsubstantiated, and misconduct was identified in two cases. The remaining complaint is still under investigation.

Conclusion:

This report updates the Board on matters relating to occupational health and safety issues for the fourth quarter in 2014 and provides year-end summary information.

The next quarterly report for the period of January 1, 2015 to March 31, 2015, will be submitted to the Board for its meeting in May 2015.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board may have regarding this report.

The Board received the foregoing report.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P32. ANNUAL REPORT: 2014 STATISTICAL REPORT – MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

The Board was in receipt of the following report January 19, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REPORT - 2014 STATISTICAL REPORT - MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Recommendations:

It is recommended that:

- (1) the Board receive the 2014 Annual Freedom of Information Statistical Report; and
- (2) the Board forward a copy of this report to the Ontario Information Privacy Commission.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

Historically, the Annual Statistical Report for the Ontario Information and Privacy Commission (IPC) has been completed internally by the Records Management Services – Information Access Section - Access & Privacy (APS) and forwarded directly to the IPC.

At its meeting of September 23, 2004, (Min. No. P284/04 refers), the Board approved the following motion:

“Effective immediately, the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.”

The Toronto Police Service (Service) is legislated to provide this report on an annual basis. The attached 2014 Year-End Statistical Report must be electronically submitted to the IPC by February 27, 2015.

Discussion:

In 2014, in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* (the *Act*), APS received 5,671 requests for access to information held by the Service, including 8 correction requests (Section 11 of IPC report). Of the 5,671 requests received, 4,626 were completed. If we were to include requests carried forward from previous years, the total files closed in 2014 were 5,365 (this number includes 34 transferred out / 6 correction requests). Requests completed within the mandated 30 calendar day period resulted in a compliance rate of 51.69 % for the reporting year. In comparison, the compliance rate for the reporting year of 2013 was 64.74 %.

The following chart highlights the compliance rates between 2005 and 2014.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Compliance	80.32	82.03	79.10	74.10	77.10	77.00	75.94	58.3	64.74	51.69

Until reporting of the 2012 compliance, the Service had been able to support a compliance rate of mid to high 70's since 2007. This is notable as it was outlined in Board Min. No. P284/04, where the Board approved the following Motion:

3. THAT recommendation no. 2 be approved with the following amendment: “ ... with the objective of achieving a *much higher rate of compliance for the balance of 2004* and a minimum 80% compliance rate in 2005”;

The new requests increased by 425 in 2014 from 5246 to 5671. This is an 8.10% increase which is a significant increase. The breakdown of the compliance rate in 2014 as compared to 2013 is shown below.

APS Compliance Rate by Percentage 2013 - 2014												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	54.31	63.3	63.97	68.03	72.65	66.83	71.84	61.84	62.59	75.4	59.28	49.26
2014	58.22	72.96	55.71	31.03	51.42	48.52	40.72	50.47	46.7	62.03	57.23	51.69

In 2014, APS had one Analyst off on maternity leave. This analyst position was backfilled by a member from another section of RMS on a career development opportunity.

APS has an established strength of 9 Analysts and 1 Permanent Clerk. An internal Audit Recommendation 1.6 – QA #1891 in 2005 addressed the need to “establish a dedicated group of clerical staff to handle the administrative duties related to FOI requests in order to attain efficiencies with respect to specialized responsibilities.” Implementation of this recommendation resulted in the hiring of two temporary clerical staff to augment the permanent clerk. These positions have relieved the analysts of administrative tasks including answering general inquiries, requesting responsive material and processing vetted information.

Temporary members continue to actively seek permanent positions, and as such APS continues to lose staff just at the point where they are trained and are actively assisting in streamlining the FOI process. In 2014, APS had 6 different temporary clerks, all whom are no longer assigned to work in the APS office. During these periods when trained temporary clerks are not available the necessary administrative work is absorbed by analysts.

The learning curve for any new member entering APS, whether as a clerk or an analyst, is substantial which, in turn, has an impact on the section's compliance.

As reported in past Annual Reports, the increase in requests has become a trend since 2003. The below chart indicates those changes and rates of change for the past 10 years.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Submission	2521	3087	3205	3445	3797	4433	4867	5172	5253	5671
Yearly Rate of Change (%)		22.45	3.82	7.49	10.22	16.45	9.79	6.27	1.57	7.96

This shows that between 2005 and 2014, the number of requests to APS has increased by 3150 (a 124.95% increase) while the number of analysts assigned to complete these files has not increased to keep up with the demand. During the ten years of increased demand, many files have become more complex, which increases the time an analyst must allocate to processing each file.

Although no formal study has been completed, increases may be a result of growing public awareness of the *Act*, its processes and its inherent ease of access (\$5.00 processing fee). In 2014 particularly, the media gave much attention to all levels of government with respect to transparency, filing Freedom of Information (FOI) requests and lack of access.

In the IPC Annual Report, the requests received are broken down into two categories, based on the type of requests; these are Personal Information and General Records. These two categories are further broken down by source of requests (e.g. Individual/Public, Business and Media etc.). In comparison to 2013, the number of Personal requests increased 11.52 % and the number of General requests (Procedure, Statistics etc.) decreased 4.49 %.

In addition to requests for information, APS also handles all Privacy Complaints submitted to the IPC about the Service, and also processes consultations for external agencies. APS received 7 complaints in 2014 which is an increase of 5 from 2013. These complaints were investigated by the APS Coordinator with a formal report issued to the IPC. Publicly noted complaints were in relation to mental health and cell video footage.

In addition, the Coordinator received 69 consultations from external agencies which are not captured in the statistical report. Such agencies include the Canada Border Services Agency, Royal Canadian Mounted Police, Department of Justice, Transport Canada and the Ministry of Community Safety and Correctional Services.

Through the FOI process, a requester has the right to appeal the decision on access to records made by the government institution, to the IPC. This process involves mediation between the assigned analyst and a mediator. Mediation can consume an abundant amount of time for not only the APS analyst, but any stakeholder or subject-matter expert within the Service. Should mediation not succeed, the analyst is required to produce representations to the adjudicator before a final Order is publicized.

In 2014, the Service (APS) received 48 appeals, which is down 28 appeals from 2013. Though the numbers went down, the appeal process continues to take time away from the administering and closing of active files. The progression of mediating closed files with an IPC mediator and then preparing 'Notice of Inquiries' which can sometimes go on for months continues to negatively impact the unit and contributes heavily to our overall compliance rate.

As required by the IPC's office, disclosure of requests is divided into three sections; information released in full, in part or not at all. Due to the nature of police records, APS routinely discloses records, in part, in order to protect the privacy interests of third parties (removing personal identifiers from the records). Additionally, access to records information directly relating to matters currently under investigation and/or before the courts is denied in full.

As the disclosure of records through the FOI process is strictly governed by the *Act*, the application of Section 8 (Law Enforcement) and Section 14 (Personal Privacy) continue to be the most commonly used exemptions prohibiting access to police records. (Appendix A)

Conclusion:

The 2014 Annual Statistical Report has been prepared in accordance with the guidelines stipulated by the IPC and to be submitted by February 27, 2015.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions that the Board may have regarding this report.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board with regard to the 2014 statistical report. A written copy of Mr. Langenfeld's deputation is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Langenfeld's deputation and written submission; and**
- 2. THAT the Board receive the Chief's report and forward a copy to the Ontario Information Privacy Commissioner.**

Moved by: S. Carroll



Municipal Year-End Statistical Report

Information and Privacy Commissioner of Ontario, Canada

Reporting Year: 2014 Date Report Completed: 01 / 14 / 2015
MM DD YY

All institutions must return a report to the Office of the Information and Privacy Commissioner (IPC). If no formal written requests for access to records or requests for correction of records of personal information were received, your institution must still complete and return Sections 1 and 2. Institutions that do not file a report will be noted in the IPC Annual Report.

Reporting online is quick and easy. Please email statistics@ipc.on.ca to obtain your username and password. **2013 is the final year that the IPC will accept statistical reports by mail or fax.**

SECTION 1: IDENTIFICATION

1.1 Name of Institution Toronto Police Service

Head of Institution

Contact Person/Title Alok Mukherjee

Email Address Alok.Mukherjee@tpsb.ca

Management Contact

Contact Person/Title Don Bevers

Email Address Donald.Bevers@torontopolice.on.ca

Primary Contact

Contact Person/Title Andrea Forbes, Acting Co-ordinator

Email Address Andrea.Forbes@torontopolice.on.ca

Phone No. (416) 808-7848 Fax No. (416) 808-7857

Mailing Address 40 College Street, 4th floor, Toronto, Ontario

Postal Code M5G 2J3

1.2	Your institution is: (check one)	Separate reports must be filed for each municipality, board, etc.
	Municipal Corporation <input type="checkbox"/>	Board: School <input type="checkbox"/> Local Roads <input type="checkbox"/>
	Conservation Authority <input type="checkbox"/>	Public Library <input type="checkbox"/> Planning <input type="checkbox"/>
	Electricity Corporation <input type="checkbox"/>	Health <input type="checkbox"/> Police Services <input checked="" type="checkbox"/>
	Transit Commission <input type="checkbox"/>	Local Services <input type="checkbox"/>
	Other Agency, Board, Commission, Corporation or other body designated in the regulations (specify institution type): <input type="checkbox"/>	

SECTION 2: INCONSISTENT USE OF PERSONAL INFORMATION

2.1 Whenever your institution uses or discloses **personal information** in a way that differs from the way the information is normally used or disclosed (**an inconsistent use**), you must attach a record or notice of the inconsistent use to the affected information. How many such records did your institution attach, if any?

If your institution received:

- No formal written requests for access or correction → please complete and return pages 1 and 2. Thank you.
- Formal written requests for access to records → please continue to Section 3.1
- Requests for correction of records of personal information only → please complete Section 11 at the back of the report

This report can be completed online at <https://statistics.ipc.on.ca> or the completed report can be faxed to us at (416) 325-9195 or mailed to the Office of the Information and Privacy Commissioner of Ontario, Canada, 2 Bloor St. E., Suite 1400, Toronto, ON M4W 1A8.

SECTION 3: NUMBER OF REQUESTS RECEIVED AND COMPLETED

Enter the number of requests that fall into each category.

	Personal Information	General Records
3.1 New requests received during the reporting year	4790	873
3.2 TOTAL NUMBER OF REQUESTS COMPLETED for the reporting year	4524	801

SECTION 4: SOURCE OF REQUESTS

Enter the number of requests you completed from each source.

	Personal Information	General Records
4.1 Individual/Public	3736	156
4.2 Individual by Agent NEW <i>Optional for 2013, Mandatory for 2014</i>	714	443
4.3 Business	60	60
4.4 Academic/Researcher	1	9
4.5 Association/Group	3	43
4.6 Media	4	43
4.7 Government (All Levels)	5	46
4.8 Other	1	1
4.9 TOTAL REQUESTS (Add boxes 4.1 to 4.8 = box 4.9)	4524	801

Box 4.9 MUST BE EQUAL TO Box 3.2

SECTION 5: TIME TO COMPLETION

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category.

How many requests were completed in:

	Personal Information	General Records
5.1 30 days or less	2505	386
5.2 31–60 days	1132	152
5.3 61–90 days	373	85
5.4 91 days or longer	514	178
5.5 TOTAL REQUESTS (Add boxes 5.1 to 5.4 = box 5.5)	4524	801

Box 5.5 MUST BE EQUAL TO Box 3.2

SECTION 6: COMPLIANCE WITH THE ACT

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under **each** of the four different situations:

- A. **NO** notices issued;
- B. **BOTH** a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) issued;
- C. **ONLY** a Notice of Extension (s.20(1)) issued; or
- D. **ONLY** a Notice to Affected Person (s.21(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add boxes 6.3+6.6+6.9+6.12 = box 6.13) and (box 6.13 must equal box 3.2)

A. No Notices Issued

	Personal Information	General Records		Personal Information	General Records
6.1	Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	2501	384		
6.2	Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	1938	391		
6.3	TOTAL (Add boxes 6.1 + 6.2 = box 6.3)	4439	775	▶	4439 775

B. Both a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.4	Number of requests completed within the time limit permitted under both the Notice of Extension (s.20(1)) and the Notice to Affected Person (s.21(1)).	0	0		
6.5	Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.20(1)) and/or the time limit permitted by the Notice to Affected Person (s.21(1)).	0	0		
6.6	TOTAL (Add boxes 6.4 + 6.5 = box 6.6)	0	0	▶	0 0

C. Only a Notice of Extension (s.20(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.7	13	4			
6.8	36	8			
6.9	49	12	▶	49	12

D. Only a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.10	15	7			
6.11	21	7			
6.12	36	14	▶	36	14

E. Total Completed Requests (sections A to D)

	Personal Information	General Records		Personal Information	General Records
6.13	4524	801	▶	4524	801

SECTION 6a: CONTRIBUTING FACTORS

Please outline any factors which may have contributed to your institution not meeting the statutory time limit.
 If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

Staffing remains a constant challenge for the Toronto Police Service to process the ever increasing volume of requests received. APS has a current strength of nine Analysts, with three temporary clerks to provide support. 2014 has been a tumultuous year with staffing which has adversely affected compliance. A Unit full of senior staff resulted in an excess of 40 weeks of annual leave (absences from the office) amongst the nine Analysts.

One of the main and ongoing issues that has affected the compliance was the temporary clerical staff, who assist the Analysts, leaving their positions in pursuit of permanency. In 2014, APS lost 7 clerks in one year, with 3 in the month of December. The Analysts have been tasked with making adjustments based upon the 125% increase in files received over the last ten years. With each Analyst being responsible for the compliance of over 145 files on any given day, compliance has further plummeted despite initiatives such as career development opportunities to help to mitigate the enormity of the task.

A review statistically from 2005 to 2014 show the number of requests to APS has increased by 3150 (a 124.95% increase) while the number of analysts assigned to complete these files has not increased to keep up with the demand.

Additional issues include the loss of the Coordinator who moved to a Senior Acting Position for almost 1/4 of the year and the office not being equipped with room to create any additional work spaces to encourage additional Career Development that would assist the Analysts. Maternity leave backfill and a high level of illness also further disseminated the statistics in 2014.

SECTION 7: DISPOSITION OF REQUESTS

What course of action was taken with each of the completed requests? Please enter the number of requests into the appropriate category.

	Personal Information	General Records	
7.1	253	115	
7.2	3117	362	
7.3	845	224	
7.4	205	64	
7.5	104	36	
7.6	4524	801	Box 7.6 MUST BE GREATER THAN OR EQUAL TO Box 3.2
	TOTAL REQUESTS		
	<i>(Add boxes 7.1 to 7.5 = box 7.6)</i>		

SECTION 8: EXEMPTIONS & EXCLUSIONS APPLIED

For the TOTAL REQUESTS WITH EXEMPTIONS/EXCLUSIONS/FRIVOLOUS OR VEXATIOUS REQUESTS, how many times did your institution apply each of the following? (More than one exemption may be applied to each request.)

	Personal Information	General Records
8.1	0	2
8.2	0	1
8.3	1071	94
8.4	0	0
8.5		
8.6		
8.7	19	2
8.8	0	0
8.9	0	0
8.10	1	0
8.11	0	0
8.12	N/A	410
8.13	17	1

- 8.14 Section 15 — Information Soon to be Published
- 8.15 Section 20.1 — Frivolous or Vexatious
- 8.16 Section 38 — Personal Information (Requester)
- 8.17 Section 52(2) — Act Does Not Apply***
- 8.18 Section 52(3) — Labour Relations & Employment Related Records
- 8.19 Section 53 — Other Acts
- 8.20 TOTAL EXEMPTIONS (Add boxes 8.1 to 8.19 = box 8.20)

7	2
1	0
3109	N/A
151	23
11	4
9	1
4396	540

*not including Section 8(3)
 **not including Section 14(5)
 *** not including Section 52(3)

SECTION 9: FEES

Did your institution collect fees related to requests for access to records?

	Personal Information	General Records	TOTAL
9.1 Number of requests where fees other than application fees were collected	323	62	385
9.2.1 Application fees collected	\$ 23950.00	\$ 4365.00	\$ 28315.00
9.2.2 Additional fees collected	\$ 3991.10	\$ 2801.80	\$ 6792.90
9.2.3 TOTAL FEES (Add boxes 9.2.1 + 9.2.2 = box 9.2.3)	\$ 27941.10	\$ 7166.80	\$ 35107.90
9.3 TOTAL DOLLAR AMOUNT OF FEES WAIVED	\$ 5683.80	\$ 758.90	\$ 6442.70

SECTION 10: REASONS FOR ADDITIONAL FEE COLLECTION

Enter the number of requests for which your institution collected fees other than application fees that apply to each category.

	Personal Information	General Records	TOTAL
10.1 Search time	N/A		
10.2 Reproduction			
10.3 Preparation	N/A		
10.4 Shipping	N/A		
10.5 Computer costs			
10.6 Invoice costs (and others as permitted by regulation)	N/A		
10.7 TOTAL (Add boxes 10.1 to 10.6 = box 10.7)			

SECTION 11: CORRECTIONS AND STATEMENTS OF DISAGREEMENT

Did your institution receive any requests to correct personal information?

		Personal Information	
11.1	Number of correction requests received	8	
11.2	Correction requests carried forward from the previous year	0	
11.3	Correction requests carried over to next year	2	
11.4	TOTAL CORRECTIONS COMPLETED [(box 11.1 + box 11.2) – box 11.3 = box 11.4]	6	Box 11.4 MUST EQUAL Box 11.9

What course of action did your institution take regarding the requests to correct personal information that were received?

		Personal Information	
11.5	Correction(s) made in whole	1	
11.6	Correction(s) made in part	2	
11.7	Correction requests refused	2	
11.8	Correction requests withdrawn by requester	1	
11.9	TOTAL (Add boxes 11.5 to box 11.8 = box 11.9)	6	Box 11.9 MUST EQUAL Box 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

11.10 Number of statements of disagreement attached:

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to that information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

11.11 Number of notifications sent:

Thank you for your co-operation.

Appendix A

Section 8 of the Act states:

Law enforcement

8. (1) A head may refuse to disclose a record if the disclosure could reasonably be expected to,

- (a) interfere with a law enforcement matter;
- (b) interfere with an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;
- (c) reveal investigative techniques and procedures currently in use or likely to be used in law enforcement;
- (d) disclose the identity of a confidential source of information in respect of a law enforcement matter, or disclose information furnished only by the confidential source;
- (e) endanger the life or physical safety of a law enforcement officer or any other person;
- (f) deprive a person of the right to a fair trial or impartial adjudication;
- (g) interfere with the gathering of or reveal law enforcement intelligence information respecting organizations or persons;
- (h) reveal a record which has been confiscated from a person by a peace officer in accordance with an Act or regulation;
- (i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;
- (j) facilitate the escape from custody of a person who is under lawful detention;
- (k) jeopardize the security of a centre for lawful detention; or
- (l) facilitate the commission of an unlawful act or hamper the control of crime. R.S.O. 1990, c. M.56, s. 8 (1); 2002, c. 18, Sched. K, s. 14 (1).

Idem

(2) A head may refuse to disclose a record,

- (a) that is a report prepared in the course of law enforcement, inspections or investigations by an agency which has the function of enforcing and regulating compliance with a law;
- (b) that is a law enforcement record if the disclosure would constitute an offence under an Act of Parliament;
- (c) that is a law enforcement record if the disclosure could reasonably be expected to expose the author of the record or any person who has been quoted or paraphrased in the record to civil liability; or
- (d) that contains information about the history, supervision or release of a person under the control or supervision of a correctional authority. R.S.O. 1990, c. M.56, s. 8 (2); 2002, c. 18, Sched. K, s. 14 (2).

Refusal to confirm or deny existence of record

(3) A head may refuse to confirm or deny the existence of a record to which subsection (1) or (2) applies. R.S.O. 1990, c. M.56, s. 8 (3).

Exception

(4) Despite clause (2) (a), a head shall disclose a record that is a report prepared in the course of routine inspections by an agency that is authorized to enforce and regulate compliance with a particular statute of Ontario. R.S.O. 1990, c. M.56, s. 8 (4).

Idem

(5) Subsections (1) and (2) do not apply to a record on the degree of success achieved in a law enforcement program including statistical analyses unless disclosure of such a record may prejudice, interfere with or adversely affect any of the matters referred to in those subsections. R.S.O. 1990, c. M.56, s. 8 (5).

Further, Section 14 of the Act states:

Personal privacy

14. (1) A head shall refuse to disclose personal information to any person other than the individual to whom the information relates except,

(a) upon the prior written request or consent of the individual, if the record is one to which the individual is entitled to have access;

(b) in compelling circumstances affecting the health or safety of an individual, if upon disclosure notification thereof is mailed to the last known address of the individual to whom the information relates;

(c) personal information collected and maintained specifically for the purpose of creating a record available to the general public;

(d) under an Act of Ontario or Canada that expressly authorizes the disclosure;

(e) for a research purpose if,

(i) the disclosure is consistent with the conditions or reasonable expectations of disclosure under which the personal information was provided, collected or obtained,

(ii) the research purpose for which the disclosure is to be made cannot be reasonably accomplished unless the information is provided in individually identifiable form, and

(iii) the person who is to receive the record has agreed to comply with the conditions relating to security and confidentiality prescribed by the regulations; or

(f) if the disclosure does not constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (1).

Criteria re invasion of privacy

(2) A head, in determining whether a disclosure of personal information constitutes an unjustified invasion of personal privacy, shall consider all the relevant circumstances, including whether,

(a) the disclosure is desirable for the purpose of subjecting the activities of the institution to public scrutiny;

(b) access to the personal information may promote public health and safety;

(c) access to the personal information will promote informed choice in the purchase of goods and services;

(d) the personal information is relevant to a fair determination of rights affecting the person who made the request;

(e) the individual to whom the information relates will be exposed unfairly to pecuniary or other harm;

(f) the personal information is highly sensitive;

(g) the personal information is unlikely to be accurate or reliable;

(h) the personal information has been supplied by the individual to whom the information relates in confidence; and

(i) the disclosure may unfairly damage the reputation of any person referred to in the record. R.S.O. 1990, c. M.56, s. 14 (2).

Presumed invasion of privacy

(3) A disclosure of personal information is presumed to constitute an unjustified invasion of personal privacy if the personal information,

(a) relates to a medical, psychiatric or psychological history, diagnosis, condition, treatment or evaluation;

(b) was compiled and is identifiable as part of an investigation into a possible violation of law, except to the extent that disclosure is necessary to prosecute the violation or to continue the investigation;

(c) relates to eligibility for social service or welfare benefits or to the determination of benefit levels;

(d) relates to employment or educational history;

(e) was obtained on a tax return or gathered for the purpose of collecting a tax;

(f) describes an individual's finances, income, assets, liabilities, net worth, bank balances, financial history or activities, or creditworthiness;

(g) consists of personal recommendations or evaluations, character references or personnel evaluations; or

(h) indicates the individual's racial or ethnic origin, sexual orientation or religious or political beliefs or associations. R.S.O. 1990, c. M.56, s. 14 (3).

Limitation

(4) Despite subsection (3), a disclosure does not constitute an unjustified invasion of personal privacy if it,

(a) discloses the classification, salary range and benefits, or employment responsibilities of an individual who is or was an officer or employee of an institution;

(b) discloses financial or other details of a contract for personal services between an individual and an institution; or

(c) discloses personal information about a deceased individual to the spouse or a close relative of the deceased individual, and the head is satisfied that, in the circumstances, the disclosure is desirable for compassionate reasons. R.S.O. 1990, c. M.56, s. 14 (4); 2006, c. 19, Sched. N, s. 3 (2).

Refusal to confirm or deny existence of record

(5) A head may refuse to confirm or deny the existence of a record if disclosure of the record would constitute an unjustified invasion of personal privacy. R.S.O. 1990, c. M.56, s. 14 (5).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P33. ANNUAL REPORT: 2014 PARKING ENFORCEMENT UNIT –
PARKING TICKET ISSUANCE**

The Board was in receipt of the following report January 13, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2014 PARKING ENFORCEMENT UNIT – PARKING
TICKET ISSUANCE

Recommendations:

It is recommended that:

- (1) the Board receive the following report; and
- (2) the Board forward a copy of this report to the City of Toronto Government Management Committee, for its meeting of April 8, 2015, to be considered in conjunction with the City of Toronto 2014 Parking Ticket Activity Report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

This report provides information on the Parking Enforcement Unit achievements, activities and annual parking ticket issuance during the year 2014 (Appendix A refers).

Discussion:

The Parking Enforcement Unit reports annually on parking ticket issuance by Parking Enforcement Officers (PEOs), Municipal Law Enforcement Officers (MLEOs) and Police Officers. The City of Toronto requests this information for use during the annual budget process.

The City made three significant changes to the parking program in 2014, which impacted overall unit performance, notwithstanding the efforts of TPS to realign its parking enforcement resources in order to effectively support these initiatives. These included:

- Implementation of a 10 minute bylaw exemption for pay and display parking;
- Increases in various parking fines, including rush hour routes (from \$60 to \$150); and,
- Implementation of a habitual offender towing program for Ontario plated vehicles.

By-law changes, fine increases and rush hour enforcement initiatives have an impact on public behavior and appear to be achieving increased motorist compliance with some of the Municipal parking bylaws. These issues, in combination with deployment strategies aimed at supporting City anti-congestion initiatives, also have a related impact to enforcement numbers and the types of tickets issued. Continuing this achievement of increased compliance to the parking regulations, in support of safety, traffic flow and congestion related initiatives, is dependent on PEOs maintaining high visibility through general patrol efforts.

Harsh snow and ice storms, including the after effects, and the mid-year move of the Parking Enforcement East facility to an easterly location also created pressure on the program.

In spite of these program modifications and challenges, the Parking Enforcement Unit delivered on many key accomplishments through the provision of operational support to the Toronto Police Service (Appendix A refers) and interoperability with some very successful City initiatives which will be further discussed in the City’s Annual Parking Ticket Activity Report.

Annual Parking Ticket Issuance:

Preliminary information indicates total parking ticket issuance is estimated to be in the vicinity of 2,498,660 tags in 2014 which is in line with City projections. Total parking ticket issuance includes tags issued by PEOs, MLEOs, and Police Officers. The final parking ticket issuance numbers will be presented by the City of Toronto, Parking Ticket Operations in its 2014 Annual Parking Ticket Activity Report, once all data is captured and reconciled.

The following is a breakdown of the parking ticket issuance estimates by group:

Group	Tickets Issued
Parking Enforcement Unit	2,292,607
Municipal Law Enforcement Officers	197,960
Police Officers	8,093
Total Parking Ticket Issuance	2,498,660**

**Preliminary numbers – final numbers to be reported by City of Toronto after complete data capture and reconciliation.

Calls for Service:

The Unit responded to 149,061 calls for parking related service from members of the public. In 2014, calls for service increased by 5% or 7,043 calls over the previous year and these numbers are trending higher year over year. The attendance to these calls by civilian Parking Enforcement Officers alleviates pressure on the TPS as a whole and allows Police Officers to focus on core policing duties.

Rush Hour Offences and Bicycle Lanes:

In 2014, the Unit issued 58,058 rush hour offence tickets for the newly created rush hour peak period bylaw in support of the congestion and traffic flow initiatives and 6,755 bike lane offence

tags in support of safe cycling in the City. Since these are newly created offence codes, there is no 2013 data to use for comparative purposes, however, these efforts will be tracked and monitored moving forward.

Habitual Offender Towing:

In February 2014, the City implemented an initiative for the towing of habitual offenders. A habitual offender is a vehicle that has 3 or more parking tickets that have been outstanding, with no action taken, for in excess of 120 days. Parking Enforcement Officers towed a total of 548 vehicles under this initiative and the City reports that this has positively affected their collection rates for parking tickets.

Towing, Vehicle Relocations and Stolen Vehicle Recovery:

Members of the Unit were responsible for towing 21,995 vehicles, including 516 that were without properly registered plates. Towing has become more challenging due to increased travel times created by the absence of a downtown storage pound location; however, City staff have committed to working with TPS in an effort to identify a suitable location to resolve this concern. A total of 2,301 vehicles were relocated to assist with snow removal operations, the clearing of parade routes and special events management. PEOs also recovered 724 stolen vehicles, in support of TPS crime management initiatives.

Accessible Parking:

The Unit retained 823 Accessible Parking Permits for investigation of possible misuse and laid 650 *Highway Traffic Act* charges in this regard. These efforts are in support of maintaining the integrity of the Accessible Parking Program and ensuring parking spaces are available for use by members of the public that have valid Accessible Parking Permits.

Training:

From a training perspective, the Unit trained and certified 688 new MLEOs working for private property enforcement agencies for private property parking enforcement to which all of the fine revenue derived from the issuance of these parking tickets goes directly to the City of Toronto.

Conclusion:

The Parking Enforcement Unit continues to contribute positively to the achievement of the goals and priorities of the Toronto Police Service by:

- ensuring the safe and orderly flow of traffic;
- ensuring enforcement is fair and equitable to all;
- providing a visible uniform presence on the streets;
- ensuring positive outreach to the community through public awareness campaigns and education programs; and
- ensuring interoperability with other TPS Units and City of Toronto departments.

The Parking Ticket issuance for 2014 is estimated to be 2,498,660 tickets which is in line with projections. The City of Toronto will report the final parking ticket issuance numbers in their 2014 Annual Parking Ticket Activity Report once all data is captured and reconciled.

By-law changes, fine increases and rush hour enforcement initiatives have an impact on public behavior and appear to be achieving increased motorist compliance with some of the Municipal parking bylaws. This, in combination with deployment strategies aimed at supporting City anti-congestion initiatives, also has a related impact to enforcement numbers and the types of parking tickets issued. Continuing this achievement of increased compliance to the parking regulations, in support of safety, traffic flow and congestion related initiatives, is dependent on PEOs maintaining high visibility through general patrol efforts.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions the Board may have concerning this report.

Ms. Kim Rossi, Manager, Parking Enforcement Unit, Toronto Police Service, and Mr. Anthony Fabrizi, Manager, Parking Ticket Operations, City of Toronto, were in attendance and responded to questions by the Board about habitual offender towing.

The Board approved the foregoing report.

Moved by: C. Lee

Appendix "A"

Parking Enforcement Unit	<u>2012</u>	<u>2013</u>	<u>2014</u>
Parking Ticket Issuance – PEOs	2,505,064	2,412,702	2,292,607
Parking Ticket Issuance – PEOs, MLEOs, PCs	2,758,565	2,612,810	2,498,660*
Processable Ticket Rate PEOs	99.8%	99.8%	99.8%
Absenteeism (Short-term sick)	3.4%	3.8%	2.8%
Calls for service received	137,315	142,018	149,061
Stolen Vehicles Recovered	776	638	724
Stolen Autos Recovered - Street Sweeper	550	483	562
Stolen Autos Recovered - PEOs	226	155	162
Hours Spent on Stolen Vehicles Recovered	780	671	699
Stolen Plates Recovered	42	30	40
Hours Spent on Stolen Plates Recovered	35	38	36
Vehicles Scanned by Street Sweeper	3,133,478	3,363,198	3,892,330
Vehicles Towed	23,426	22,999	21,995
Habitual Offenders Towed	NA	NA	548
Assistance to TPS Units			
Unplated Vehicles Towed	314	368	516
Directed Patrol Requests from Other Police Units	96	49	101
Arrest Assists	20	13	15
Assaults	19	21	16
Language Interpretations	97	52	53
Hours Spent on Language Interpretations	248	137	140
Disabled Permits Retained	848	799	823
Disabled Permits Cautioned	118	140	57
H.T.A Charges (Disabled Permits)	414	332	650
Special Events	89	103	88
Hours Spent On Special Events	1,969	1,521	972
Vehicle Relocations	1,934	1,967	2,301

*Preliminary numbers – final numbers to be reported by City of Toronto after complete data capture and reconciliation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P34. ANNUAL REPORT: 2014 PROTECTED DISCLOSURE

The Board was in receipt of the following report dated January 02, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REORT: 2014 PROTECTED DISCLOSURE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

At its meeting held on October 9, 2014 (Min. No. P227 refers) the Board considered a report from Dr. Mukherjee, Chair of the Toronto Police Services Board, regarding a Board policy entitled “*Protected Disclosure*”.

That policy was approved and contained direction that the Chief of Police will:

In order to ensure that steps are taken to address the underlying causes and to mitigate the risk of future occurrences, report to the Board, on an annual basis, the results of any and all investigations undertaken in respect to allegations reported anonymously or in a protected manner by Members and any steps taken as part of a review to address the underlying causes and actions undertaken to mitigate the risk of future occurrence. Such reporting shall include details on the substance of the allegation of wrongdoing and any actions taken in response to it.

Discussion:

The January 2003 report by Justice Ferguson entitled “*Review and Recommendations Concerning Various Aspects of Police Misconduct*” recommended that Internal Affairs (as Professional Standards was known at the time of the report) shall establish an independent telephone line, available to members of the public or members of the Service to report serious police misconduct or corruption on an anonymous basis. The report also recommended that Internal Affairs must design and implement a process whereby ‘whistle-blowers’ are provided adequate protection.

As a result a dedicated anonymous disclosure telephone line was created and the details announced to Service members in Routine Orders on February 28, 2005 (Routine Order 2005.02.28-0239 refers).

The anonymous reporting process was formalized with the creation of Service Procedure 13-18 which was released on August 23, 2006 (Routine Order 2006.08.23-0832 refers). This Procedure, currently entitled *Anonymous Reporting of Discreditable Conduct*, details how a member may anonymously report discreditable conduct on the part of another member. The Procedure also details how the Service manages and investigates this anonymous disclosure.

To ensure that any member who reports misconduct is protected, the Service also created Section 1.4 of the Standards of Conduct entitled *Reprisal* which states:

Member shall not harass, intimidate, or retaliate against any person who makes a report or complaint about their conduct or the conduct of another Service member.

Any member who, in good faith, reports a breach of Service or Legislative Governance or an act of misconduct shall not be subject to reprisal for making such report.

Section 1.3 of the Service Standards of Conduct directs a member to report acts of misconduct to a supervisor, a unit commander, or the Unit Commander of Professional Standards' Investigative Unit, however, as the rationale in Procedure 13-18 states:

The Service also recognizes that there may be circumstances where members may be reluctant to identify themselves when reporting discreditable conduct. Therefore, PRS can receive information anonymously on a dedicated telephone line. The telephone number 416-343-7090 is available between the hours of 0800 and 1600 each business day.

Professional Standards (PRS) manage this anonymous telephone line and the investigative responsibility for such calls remains within this unit. An investigator receiving a call informs the caller, as stated in Procedure 13-18, that the Service cannot guarantee total anonymity as the courts may supersede any privilege extended by the Service.

The investigator receiving disclosure from the caller records the details on an Anonymous Disclosure-Intake Report (TPS909). To protect the identity of the caller they are never asked to identify themselves and are referred to throughout this report as an 'anonymous police informant'. This form is not duplicated and remains at PRS unless directed by a court order.

Professional Standards has also received anonymous reports of misconduct through other sources such as correspondence. Although not captured in Procedure 13-18, PRS has taken the approach of treating these in the same manner as anonymous disclosure received on the dedicated telephone line and no attempts are made to identify the person providing the information.

The table below shows the number of calls received at PRS via the anonymous disclosure line and other sources in 2014:

SOURCE	NUMBER
Anonymous Disclosure Line	3
Other Sources (other than anonymous line)	8

Regardless of the anonymous source, an investigation will be commenced and the investigative steps will be the same regardless of the subject member's rank.

The allegations and outcomes of the three matters received through the anonymous disclosure line are as follows:

- That an officer was stealing money from drug dealers. The matter was unsubstantiated.
- That an officer would have extra-long workouts while on duty and use a police vehicle to run errands. The matter was unsubstantiated.
- That an officer was taking a police vehicle home. The matter was unsubstantiated.

There were 8 anonymous complaints received by means other than the anonymous disclosure line. The allegations and outcomes are detailed below:

- There were two complaints that a Superintendent had an on duty member drive him to the airport for non-business related travel. This was substantiated and concluded by way of a reprimand.
- That an officer submitted a court card for a court appearance that she did not attend. This was substantiated and the officer was disciplined at the unit level and received a 24 hour penalty.
- That a uniform supervisor was operating a police vehicle that received a red light camera offence but had another officer accept responsibility for it. This was unsubstantiated as the officer admitted to driving the vehicle and going through the red light while on surveillance.
- That an officer received special treatment from his unit commander. This was unsubstantiated. The officer was on authorized medical restrictions which were not known to other officers.
- That an officer improperly used CPIC. Professional Standards conducted an off-line search of the officer's CPIC usage and the complaint was unsubstantiated.
- That an officer was participating in sporting activities while off sick. This was unsubstantiated.
- That a civilian member was providing differential treatment to other members based on their race. This was unsubstantiated.

Conclusion:

This report details the allegations and outcome of the eleven anonymous complaints received by the Service in 2014.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions the Board may have regarding this report.

The Board received the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P35. ANNUAL REPORT: 2014 NAME BADGES

The Board was in receipt of the following report dated January 02, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2014 NAME BADGES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

At its meeting held on November 14, 2012, the Board approved a new Board policy entitled 'Name Badges' and requested that the Chief of Police provide an annual report to the Board concerning incidents of non-compliance with this policy and any actions taken to remedy such incidents (Min. No. P284/12 refers).

The purpose of this report is to provide the Board with the details about the incidents of non-compliance in 2014 and the remedies in those incidents.

Discussion:

A member's requirement to wear their issued name badge is prescribed in Service Procedure 15-16 entitled "*Uniform, Equipment and Appearance Standards*" and the associated appendix to the procedure; Appendix 'H' entitled "*Wearing of Name Badges*". The appendix advises that the name badge shall be clearly visible and worn on the outermost garment with the only exception being that a name badge is not required on rainwear.

A review of the Professional Standards Information System (PSIS) has shown that there were two incidents of non-compliance in 2014. One complaint involves a 55 Division officer who was not wearing a name tag while on a paid duty and the other involves a 41 Division officer who was not wearing a name tag when reporting for duty.

The 55 Division complaint has been concluded as unsubstantiated as the officer was wearing his full uniform, including his name badge, with his rain jacket over top and the rain jacket does not accommodate a name badge. The 41 Division complaint was substantiated with the officer receiving a reprimand at the unit level.

Conclusion:

In summary, this report provides the Board with the details regarding the incidents of non-compliance by Service members with the Board policy on the wearing of name badges in 2014.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions the Board may have regarding this report.

Mr. Harvey Simmons, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. A written copy of Mr. Simmons' deputation is on file in the Board office.

Following the deputation, Chief Blair said that the waterproof integrity of the current rain jackets would be comprised if an attempt was made to affix a name badge and that it would be costly to replace these jackets with new jackets.

Chief Blair said that the TPS members continue to demonstrate an extremely high rate of compliance with the Board policy on wearing name badges.

The Board received the foregoing report and Mr. Simmons' deputation.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P36. ANNUAL REPORT: 2014 SUMMARY OF GRIEVANCES

The Board was in receipt of the following report January 30, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2014 SUMMARY OF GRIEVANCES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

All fees with respect to the legal representation and arbitration of grievances are funded through the Toronto Police Service's (Service) legal reserve, which in turn is funded from the Service's annual operating budget.

Background/Purpose:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February of each year (Min. No. C30/03 refers). The Board further requested that the public report include the cost of the grievances, the total costs for the year and the number of arbitrations where the Board, Association or both were successful. Grievances are managed by the Labour Relations Unit on behalf of the Board. Grievance activity and resolutions are reported quarterly to the Board.

Discussion:

During the year 2014, there were 33 new grievances filed. Of this number, 9 grievances were either deemed abandoned, withdrawn or settled by the parties, and 22 are outstanding. Two grievances received in 2014 were resolved in early 2015. Seven grievances from previous years continued to be ongoing in 2013.

In addition to the above, 18 grievances that were outstanding from previous years were resolved in 2014. Three grievances were resolved through an arbitration decision in favour of the Toronto Police Association and one grievance was dismissed at judicial review, in favour of the Board. The remaining 14 grievances were either settled, withdrawn, dismissed or deemed abandoned.

The total legal costs expended in 2014 for all grievance activity, including matters which commenced prior to 2014, amounted to \$265,569.96. The following is an itemization of costs by type of grievance:

Number	Type of Grievance	Costs Expended in 2014
3	Policy Issues	\$116,312.45
1	Abuse of Benefits (Sick, WSIB, CSLB)	\$48,670.14
1	Accommodation	\$17,823.82
1	Discipline	\$16,738.31
1	Harassment	\$16,206.00
1	Suspensions	\$12,638.89
1	Terminations	\$37,180.35
9	TOTAL COSTS IN 2014 *	\$265,569.96

* These costs include interim or final billings for cases filed prior to 2014, as well as new cases filed in 2014 and include fees for legal counsel, disbursements and arbitrator fees related to the arbitration hearings. The breakdown is as follows:

- Legal Counsel and Disbursement Fees - \$220,634.76
- Arbitrator Fees - \$44,935.20

Conclusion:

This report provides the Board with the total number of grievances and total costs for the year 2014.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board received the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P37. ANNUAL REPORT: 2014 UNIFORM PROMOTIONS

The Board was in receipt of the following report January 13, 2015 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2014 UNIFORM PROMOTIONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chair, Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Min. No. P136/03 refers). Also at its meeting on March 22, 2007, the Board requested that future employment equity statistics provide an analysis of the success rate of female and racial minority officers in the promotional process by comparing the number of such officers at all stages of the process with the number of those who were promoted (Min. No. P124/07 refers).

Discussion:

In 2014, 159 police constables were promoted to the rank of Sergeant, and 34 sergeants and detectives were promoted to the rank of Staff/Detective Sergeant. There remains on the eligibility list for promotion to the rank of Sergeant, 25 members and 3 members on the eligibility list for promotion to the rank of Staff/Detective Sergeant. A promotional process to the rank of Staff/Detective Sergeant is currently ongoing and is expected to be completed by the beginning of March 2015. It is anticipated that a promotional process will commence in the fall of 2015 for the rank of Sergeant.

An employment equity analysis of the processes for promotion to the rank of Sergeant which concluded in 2014 is attached (see Appendix A). One hundred and thirty-two members were placed on an eligibility list at the end of this Sergeant process. Male visible minorities comprised roughly 27% of the total males on this eligibility list. Female members made up approximately 20% of this list, 11% of which were visible minorities.

An employment equity analysis of the processes which were concluded in 2014 for promotion to the rank of Staff/Detective Sergeant is attached (see Appendix B). Forty-two members were placed on an eligibility list at the conclusion of this process. Male visible minorities comprised roughly 15% of the total males on this list. Female members made up 21% of the list, 11% of which were visible minorities.

Appendices C and D provide more detailed information with respect to each promotion.

All officers have been promoted in accordance with Service Procedure 14-10 entitled “Uniform Promotional Process – Up To and Including the Rank of Inspector” which was approved by the Board (Min. No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process that included background checks conducted through Professional Standards, Diversity Management and Labour Relations.

Conclusion:

This report lists the members of the Toronto Police Service who were promoted to the ranks of Sergeant and Staff/Detective Sergeant during the year 2014, along with an employment equity analysis of the processes they participated in.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to respond to any questions that the Board may have in regards to this report.

The Board was also in receipt of a written submission dated February 17, 2015 from Kris Langenfeld. A copy of the written submission is on file in the Board office.

The Board received the foregoing report and Mr. Langenfeld’s written submission.

Moved by: J. Tory

Appendix A

Toronto Police Service 2014 Promotional Process to Sergeant				
	2014			
Employment Equity Results	Applied	Wrote Exam	Interview	Promotion
Female				
Female Aboriginal	0	0	0	0
Female Visible Minority				
Black	5	5	1	1
S. Asian (Indo Pakistani)	3	3	1	1
West Asian / N. African	1	1		
Other Southeast Asian	1	1	1	1
Chinese	3	3		
Mixed Race or Colour				
Total Female Visible Minority	13	13	3	3
% Female VM of Total Female	12.26%	14.29%	6.98%	11.11%
White Non Respondent Female	29	23	12	7
	64	55	28	17
Total Female	106	91	43	27
% Female of Total Members	14.72%	15.42%	16.35%	20.45%
Male				
Male Aboriginal	11	11	5	2
Male Visible Minority				
S. Asian (Indo Pakistani)	43	35	20	11
% S. Asian(I.P.) of Total Males	7.00%	7.01%	9.09%	10.48%
Black	53	44	15	9
% Black of Total Males	8.63%	8.82%	6.82%	8.57%

Chinese	17	13	6	2
Filipino	9	8	3	1
West Asian / N. African	14	12	6	1
Central & S. American	4	4	1	
Korean	10	9	4	1
Japanese	2	2		
Mixed Race or Colour	10	7	4	2
Other Southeast Asian	10	8	3	1
Sum VM other than Black/S.Asian (I.P.)	76	63	27	8
% Sum VM other than of Total Males	12.38%	12.63%	12.27%	7.62%
Total Male Visible Minority	172	142	62	28
% Male VM of Total Male	28.01%	28.46%	28.18%	26.67%
White	114	83	39	18
Non Respondent Male	317	263	114	57
Total Male	614	499	220	105
Total Visible Minority (Male & Female)	185	155	65	31
% Total VM of Total Members	25.69%	26.27%	24.71%	23.48%
Total Members	720	590	263	132

Appendix B:

Toronto Police Service 2014 Promotional Process to Staff Sergeant				
	2014			
Employment Equity Results	Applied	Wrote Exam	Interview	Promotion
Female				
Female Aboriginal	1	1	1	0
Female Visible Minority				
Black	5	4	2	1
S. Asian (Indo Pakistani)	2	1		
Other Southeast Asian				
Chinese	2	1		
Mixed Race or Colour				
Total Female Visible Minority	9	6	2	1
% Female VM of Total Female	13.04%	12.00%	10.00%	11.11%
White				
Non Respondent Female	59	43	17	8
Total Female	69	50	20	9
% Female of Total Members	21.43%	20.66%	22.99%	21.43%
Male				
Male Aboriginal	2	1	0	0
Male Visible Minority				
S. Asian (Indo Pakistani)	15	10	5	4
% S. Asian(I.P.) of Total Males	5.93%	5.21%	7.46%	12.12%
Black	21	15	3	0
% Black of Total Males	8.30%	7.81%	4.48%	0.00%
Chinese	8	5		
Filipino	2	1		
West Asian / N. African	1			
Central & S. American				
Korean				
Japanese				

Mixed Race or Colour	3	2	1	1
Other Southeast Asian	3	2		
Sum VM other than Black/S.Asian (I.P.)	17	10	1	1
% Sum VM other than of Total Males	6.72%	5.21%	1.49%	3.03%
Total Male Visible Minority	53	35	9	5
% Male VM of Total Male	20.95%	18.23%	13.43%	15.15%
White	3	3	1	
Non Respondent Male	195	153	57	28
Total Male	253	192	67	33
Total Visible Minority (Male & Female)	62	41	11	6
% Total VM of Total Members	19.25%	16.94%	12.64%	14.29%
Total Members	322	242	87	42

Appendix C:

Promotions to the rank of Sergeant in 2014	
Number Promoted	Effective Date
31	2014-01-20
28	2014-02-24
7	2014-03-10
30	2014-06-16
18	2014-07-28
1	2014-08-18
27	2014-10-06
16	2014-11-03
1	2014-12-01
TOTAL: 159	

*All promotions to the rank of Sergeant have a one year probationary period.

Appendix D:

Promotions to the rank of Detective /Staff Sergeant in 2014		
Number	Promoted to Rank	Effective Date
14	Staff Sergeant	2014-02-24
4	Detective Sergeant	2014-02-24
1	Detective Sergeant	2014-05-19
2	Staff Sergeant	2014-05-19
3	Staff Sergeant	2014-06-16
4	Detective Sergeant	2014-06-16
3	Staff Sergeant	2014-09-29
1	Detective Sergeant	2014-09-29
2	Staff Sergeant	2014-11-17
Total : 34		
24 promotions 10 promotions	Staff Sergeant Detective Sergeant	

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#P38. ANNUAL REPORT: 2014 SECONDMENTS

The Board was in receipt of the following report January 27, 2015 from William Blair, Chief of Police:

Subject: 2014 SECONDMENT LISTING

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

In 2014, thirty one (31) uniform members and six (6) civilian members were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The total cost recovery for funded secondments was \$4,978,000.

In addition, for the same time period, twenty one (21) uniform members were seconded to various agencies with no cost recovery to the Service. The total cost to the Service for salaries and benefits for unfunded secondments in 2014 was \$3,057,900.

The unfunded secondment positions include partnerships with federal and provincial government agencies operating in the Greater Toronto area, with both the Service and the partner agencies benefitting from the efficiencies arising from the working relationship.

Background/Purpose:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Board Min. No P5/01 refers). This report is submitted in compliance with the Board's direction.

Discussion:

The Board is updated of the uniform and civilian members who are seconded on an annual basis. A list of secondment positions filled by Service members during 2014 is appended to this report.

Conclusion:

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions the Board may have regarding this report.

The Board received the foregoing report.

Moved by: J. Tory

APPENDIX

No. of Members	RANK	LOCATION	TERM			COST
2	Detective	Royal Canadian Mounted Police Asian Organized Crime	2011.04.15	to	Ongoing	UFD
2	D/Constable	Royal Canadian Mounted Police Asian Organized Crime	2011.04.15	to	Ongoing	UFD
1	D/Sergeant	Royal Canadian Mounted Police Combined Forces Special Enforcement Unit (CFSEU)/ Project OPhoenix	2014.03.26	to	Ongoing	UFD
2	Detective	Royal Canadian Mounted Police CFSEU/Project OPhoenix	2014.03.26	to	Ongoing	UFD
4	D/Constable	Royal Canadian Mounted Police CFSEU/Project OPhoenix	2014.03.28	to	Ongoing	UFD
1	Inspector	Royal Canadian Mounted Police Integrated National Security Team (INSET)	2013.04.01	to	2015.03.31	FCR
1	PC	Royal Canadian Mounted Police INSET	2013.04.01	to	2015.03.31	GFD
1	D/Constable	Royal Canadian Mounted Police INSET	2013.04.01	to	2015.03.31	UFD
1	S/Sergeant	Royal Canadian Mounted Police International Peace Operations Branch (IPOB)	2012.09.01	to	2014.12.31	FCR
1	PC	Royal Canadian Mounted Police IPOB	2014.02.18	to	2015.02.17	FCR
1	D/Constable	Royal Canadian Mounted Police Missing Exploited Children	2014.06.13	to	2016.06.13	FCR
1	PC	Royal Canadian Mounted Police Marine Security Emergency Response Team (MSERT)	2014.01.01	to	2016.01.01	FCR
1	PC	Royal Canadian Mounted Police MSERT	2014.09.29	to	2016.01.01	FCR
1	A11	Royal Canadian Mounted Police National Weapons Enforcement Support Team (NWEST)	2012.11.02	to	2015.11.01	FCR
1	C06	Royal Canadian Mounted Police NWEST	2013.04.01	to	2016.04.01	FCR
2	D/Constable	Royal Canadian Mounted Police Pearson International Airport	2007.02.22	to	Ongoing	UFD
1	Detective	Royal Canadian Mounted Police Toronto Airport Drug Enforcement Unit (TADEU)	2011.11.08	to	Ongoing	UFD
1	PC	Corrections Canada Community Corrections Liaison Officer (CCLO Liaison Officer)	2013.08.28	to	2015.08.16	FCR

No. of Members	RANK	LOCATION	TERM			COST
				to		
2	Detective	Ministry of Community Safety & Correctional Services Biker Enforcement	2012.09.03	to	Ongoing	UFD
1	PC	Ministry of Community Safety & Correctional Services Biker Enforcement	2012.09.03	to	Ongoing	UFD
2	D/Constable	Ministry of Community Safety & Correctional Services Chief Firearms Office	2013.02.01	to	2016.03.31	FCR
1	D/Sergeant	Ministry of Solicitor General Criminal Intelligence Service Ontario (CISO)	2014.03.01	to	2017.02.28	UFD
1	A/D/Sergeant	Ministry of Solicitor General CISO	2014.04.25	to	2017.04.25	FCR
1	A/D/Sergeant	Ministry of Solicitor General CISO	2014.09.30	to	2016.09.30	FCR
1	PC	Ministry of Solicitor General Provincial Violent Crime Linkage Analysis System Centre (VICLAS)	2012.09.10	to	2015.09.10	FCR
1	PC	Ministry of Solicitor General VICLAS	2014.05.05	to	2017.05.05	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2014.09.01	to	2016.09.01	FCR
1	A/Sergeant	Ontario Police College Basic Constable Training	2014.04.04	to	2015.04.01	FCR
2	A/Sergeant	Ontario Police College Basic Constable Training	2014.09.01	to	2016.09.01	FCR
1	D/Constable	Ontario Chief Coroner Coroner's Inquest	2014.03.13	to	2015.03.14	UFD
1	Inspector	Ontario Provincial Police Provincial Repeat Offender Parole Enforcement (ROPE)	2012.08.31	to	2015.08.31	FCR
2	Detective	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
7	D/Constable	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
1	C04	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
1	T/C04	Ontario Provincial Police ROPE	2012.08.31	to	2015.08.31	FCR
2	D/Constable	Ministry of Community Safety & Correctional Services Child Exploitation	2013.04.01	to	2015.03.31	CR
1	Detective	U.S. Immigration & Customs United States Immigration and Customs Enforcement Unit	2014.01.01	to	2014.12.31	UFD

		(ICE)				
1	D/Constable	United States Postal Service Telemarketing	2014.02.01	to	2015.02.01	CR
1	T/04	United States Postal Service Telemarketing	2014.02.01	to	2015.02.01	CR
1	T/A04	Miziwe Biik Aboriginal Peacekeeping Unit	2014.09.01	to	2015.03.31	CR

Legend:

FCR - Full Cost Recovery
GFD - Grant Full (Partial Recovery)
UFD - Unfunded
CR - Cost Recovery

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**#P39. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION -
APPOINTMENTS**

The Board was in receipt of the following report January 22, 2015 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
TRANSIT COMMISSION

Recommendation:

It is recommended that the Board approve the appointments of the individuals listed in this report as special constables for the Toronto Transit Commission, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P154/14 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TTC to appoint the following individuals as special constables:

**Mark Cousins
James Bennett
Jerison Lawrence
Brendan Higgins
Aubrey Butler**

Discussion:

The TTC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act* and *Mental Health Act* on TTC property within the City of Toronto.

The agreement between the Board and the TTC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The TTC has advised that the above individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment. The TTC's current approved complement is 19.

Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TTC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Transit Commission.

Deputy Chief of Police, Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

The Board approved the foregoing report.

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P40. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION – RE-APPOINTMENTS**

The Board was in receipt of the following report January 22, 2015 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the re-appointments of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service received a request from the TCHC, to re-appoint the following individuals as special constables:

**Paul Morgan
Cezar Jachym
Errol Graham
Jared Cole
Leonard Garnett
Maria Pestano**

**Michael Heslauer
Philip Fogah
Trevon Beckford**

Discussion:

The TCHC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act* and *Mental Health Act* on TCHC property within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being re-appointed as special constables for a five year term.

The TCHC has advised that the individuals satisfy all of the re-appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 74.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

Deputy Chief of Police, Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

**#P41. RECOMMENDATION FOR PAYMENT OF LEGAL
INDEMNIFICATION: CASE NO. 1714/13**

The Board was in receipt of the following report January 29, 2015 from William Blair, Chief of Police:

Subject: RECOMMENDATION FOR PAYMENT OF LEGAL INDEMNIFICATION
CASE NO. 1714/13

Recommendation:

It is recommended that the Board approve payment of the legal account from Mr. Harry Black, in the amount of \$402,002.51, for his representation of one officer who was found not guilty of the criminal offence of Aggravated Assault.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Funding for the legal indemnification claim in the amount of \$402,002.51 is available in the 2015 operating budget.

Background/Purpose:

A police constable has requested payment of his legal fees for \$402,002.51, as provided for in Article 23 of the Uniform Collective Agreement. The purpose of this report is to recommend payment of the claim.

Discussion:

This report corresponds with additional information provided on the Confidential Agenda.

Conclusion:

Article 23:01 (a) of the Uniform Collective Agreement states:

“Subject to the other provisions of this Article, a member charged with but not found guilty of a criminal or statutory offence, because of acts done in the attempted performance in good faith of his/her duties as a police officer, shall be indemnified for the necessary and reasonable legal costs incurred by the member during the investigation of the incident that resulted in those charges being laid and for the necessary and reasonable legal costs incurred by the member in the defence of such charges.”

City Legal has deemed the costs billed as “necessary and reasonable legal costs”. Accordingly, it is recommended that the Board approve payment of Mr. Black’s account.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board members may have regarding this report.

Mayor John Tory expressed his view that the Board may want to seek opportunities to better contain costs that are related to the provision of legal indemnification.

The Board approved the foregoing report. Additional information regarding the circumstances of this specific case was considered during the *in camera* meeting (Min. No. C28/15 refers).

Moved by: S. Carroll

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P42. AWARD OF CONTRACT – CORRECTION TO COMPANY NAMES

The Board was in receipt of the following report January 26, 2015 from William Blair, Chief of Police:

Subject: **AWARD OF CONTRACT – CORRECTION TO COMPANY NAMES**

Recommendation:

It is recommended that the Board amend Recommendation (1) in Minute No. P284/14 to delete references to GSI and Systematix and substitute references to Tek Systems and Teramach Technologies Inc., as part of the list of pre-qualified vendors for information technology related professional services.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

At its meeting on December 15, 2014, the Board approved a pre-qualified list of vendors to provide the Service with various information technology professional services for the period January 1, 2015 to December 31, 2017 (Min. No. P284/14 refers, copy attached).

The purpose of this report is to amend the list of vendors awarded in the Min. No. P284/14.

Discussion:

In the course of preparing the letters to notify the vendors of the award and contracts, staff in Purchasing Services noted that the recommendation in the report to the Board incorrectly identified some of the companies to which contracts were to be awarded. Although Appendix A to the Board report identified the correct vendors, due to an oversight there was an error embedded in the actual recommendation contained in the report. The recommendation inadvertently identified two vendors who should not be on the list: GSI and Systematix, and excluded two vendors who should be on the list: Tek Systems and Teramach Technologies Inc.

Conclusion:

In order to clarify the record and ensure that the Board Minute correctly reflects the proper award to the successful vendors, Min. No. P284/14, from the meeting on December 15, 2014, needs to be amended accordingly.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2014**

**#P284. PRE-QUALIFIED LIST OF VENDORS FOR INFORMATION
TECHNOLOGY PROFESSIONAL SERVICES**

The Board was in receipt of the following report November 26, 2014 from William Blair, Chief of Police:

Subject: PRE-QUALIFIED LIST OF VENDORS FOR INFORMATION TECHNOLOGY
PROFESSIONAL SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve the seventeen pre-qualified vendors listed below for information technology related professional services:
 1. Accenture
 2. Aversan Incorporated
 3. Digital Embrace Incorporated
 4. Eagle Professional Resources Incorporated
 5. GSI
 6. IBM Canada Limited
 7. Katalogic Incorporated
 8. Modis Canada Incorporated
 9. Procom Consultants Group Limited
 10. Randstad Technologies
 11. RS Tech Systems Incorporated
 12. S.i. Systems Partnership
 13. SRA Staffing Solutions Limited
 14. Sundiata White Group-Intelli Staff Limited
 15. Sylogix Consulting Incorporated
 16. Systematix
 17. Zylog Systems Canada Limited; and
- (2) the Board enter into a non-exclusive agreement, in a form satisfactory to the City Solicitor, with each of the vendors listed in Recommendation #1 for the professional services outlined in Appendix A of this report, for the period January 1, 2015, to December 31, 2017, with an option to renew for two one-year periods at the Board's discretion.

Financial Implications:

The acquisition of information technology professional services are subject to the availability of funds in the appropriate capital project or annual operating budget. All contracts awarded to the pre-qualified vendors will be approved in accordance with the requirements of the Board's Financial By-law No. 147, as amended.

Background/Purpose:

At its meeting on May 20, 2010, the Board approved a pre-qualified list of vendors to provide the Service with various information technology professional services for the period June 1, 2010 to May 31, 2013 (Min. No. P146/10 refers).

At its meeting on March 27, 2013, the Board approved a one-year extension of the pre-qualified list of vendors for the period June 1, 2013 to May 31, 2014 (Min. No. P75/13 refers).

To allow the time necessary for the issuance, evaluation and award of the RFPQ process, the current vendor list was extended to October 31, 2014.

The purpose of this report is to establish a new pre-qualified list of vendors for the acquisition of information technology professional services required by the Service, for the period January 1, 2015 to December 31, 2017.

Discussion:

Establishing a list of prequalified vendors for information technology professional services will enable the Service to acquire these services in a timely manner and at a competitive cost. This process will also:

- reduce the administrative costs associated with repeated formal procurement calls;
- provide specialized expertise required on a short term basis; and
- improve the turnaround time to acquire needed temporary contract resources.

RFPQ Process and Results:

A Request for Pre-Qualification (RFPQ # 1144236-14) was issued by the Toronto Police Service's (Service) Purchasing Services Unit and posted on MERX (an electronic tendering service). The objective of the RFPQ was to establish a list of Pre-Qualified Vendors for information technology professional services.

The RFPQ invited vendors to submit responses, to provide professional services for all or any of the twenty-nine defined services or roles, outlined in Appendix A, for a period of three years, with two optional one-year extensions.

The RFPQ process required vendors to meet certain mandatory requirements in order to proceed to the evaluation phase. Forty-three responses were received to the RFPQ.

All forty-three responses qualified for the final phase of evaluation and were scored against the following criteria:

Evaluation Criteria	Maximum Points
Proponent's profile and experience	20
Proponent's capability and capacity	20
Proponent's project profiles and references	30
Proponent's quality process	30
Total	100

Based on the evaluation, seventeen vendors are being recommended to the Board for inclusion in the pre-qualified vendors list.

Appendix A identifies the recommended pre-qualified vendors, along with the professional services or roles that they can, if the award is approved, quote on to provide resources to the Service.

Request for Services (RFS) Process:

In order to ensure the Service obtains the most qualified candidate(s) for the services required and at a competitive cost, a RFS process is carried out.

Each time professional services are required, a RFS will be issued through the Purchasing Services Unit to the pre-qualified vendors eligible to bid on that service. The RFS will provide qualified vendors with:

- a description of the professional service(s) required;
- a statement of work including, if appropriate, a component for the transfer of skills;
- a list of deliverables; and
- a timetable for the work.

As shown in Appendix A, at least 5 eligible vendors, and in most cases 8-10 vendors will be requested to bid for each of the services required.

The qualified vendors will be requested to:

- propose an appropriately skilled resource(s) to provide the service(s); and
- bid a cost for the service(s).

The selection of the vendor will be based on the scoring of the proposal using a combination of the evaluation criteria and the hourly rate for the services requested.

Conclusion:

A pre-qualified list of vendors facilitates the process for acquiring information technology professional services required for projects and operational needs, in a timely and efficient manner, and through a competitive process. As a result of the RFPQ process completed by the Service for this purpose, a list of seventeen vendors is being recommended to the Board. The vendors on this list will be eligible to provide requested services for a period of three years beginning on January 1, 2015 to December 31, 2017, with two optional one-year extensions at the discretion of the Board.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: C. Lee

Appendix A: Pre-qualified List of Vendors and Professional Services

Vendor	Application Architect	Brand Designer	Business Analyst	Business Continuity/Disaster Recovery Analyst	Business Intelligence Solution Architect	Business Transformation Specialist	Data Centre Consolidation/Virtualization Architect	Data Centre Services / Specialist	Data Quality Analyst & Modeller	Database Administrator	Deployment Technician	Desktop Management Specialist	Desktop Support Analyst / Specialist	Information Architect	IT Governance & ITIL Analyst / Specialists	Network Architecture / Specialist	Network Technician	Other IT roles or expertise	Programmer / Developer	Project Manager	Security Specialist	System Integration Developer/ETL developer	Technical Writer	Technology Architect	Telecommunications Technician	Testing / Quality Assurance Analyst	Windows Server Administrator	Wireless Technician	Permanent Placement	
Katalogic			x															x	x	x										
Teramach	x		x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x
S.i. Systems	x		x	x	x	x			x	x				x	x	x		x	x	x		x		x						x
Eagle	x		x		x	x			x	x	x	x	x	x	x	x	x		x	x		x	x	x		x	x	x	x	
IBM	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x			
Randstad			x										x		x			x	x	x	x					x				x
SWG	x	x	x		x	x				x			x	x			x	x	x	x				x	x	x				x
Zylog	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x		x	x	x	x	x	x	x	x
Modis	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
RS Tec	x	x	x	x	x	x	x		x	x		x	x	x	x	x	x	x	x	x	x	x		x		x	x			
SRA	x				x	x		x	x	x		x	x	x		x	x	x				x		x		x	x			
SyLogix	x													x																
Procom		x		x	x	x	x	x		x	x	x			x	x	x	x			x	x	x				x			
Tek				x			x	x	x		x	x	x		x	x					x	x	x		x		x	x		
Digitalem brace																						x	x							
Accenture				x			x	x			x	x										x	x		x		x	x		
Aversan				x			x	x			x												x							
# of vendors for each service	10	5	10	9	10	10	9	9	10	9	9	10	10	10	10	10	9	9	10	10	8	10	10	10	7	9	10	6	6	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P43. CITY OF TORONTO - FUEL HEDGING PROGRAM

The Board was in receipt of the following report February 04, 2015 from William Blair, Chief of Police:

Subject: APPROVAL TO ENTER INTO AGENCY AGREEMENT WITH THE CITY OF TORONTO TO ENABLE POTENTIAL PARTICIPATION BY THE TORONTO POLICE SERVICE IN THE CITY'S FUEL HEDGING PROGRAM

Recommendation:

It is recommended that the Board delegate authority to the Chief of Police, or his designate, to enter into an Agency Appointment Agreement authorizing the City of Toronto to enter into price hedging transactions for fuel on behalf of the Toronto Police Service, when it is deemed beneficial to do so.

Financial Implications:

As a participant in the fuel hedging program, the Toronto Police Service (Service) would be required to pay the City of Toronto (City) a monthly program fee regardless of any hedge transactions. The fee constitutes reimbursement to the City for administrative costs and external consulting fees associated with the fuel hedging program. The only fee currently assessed is an apportioned cost of the City's fuel consultant. The Service's portion of the estimated consultant fee amounts to about \$6,000 to \$8,000 per year. Funds are available in the Service's 2015 operating budget for the program fee.

Should the Service actually enter into an arrangement, any cost savings from fuel price hedging, would be reflected in the actual price paid for fuel deliveries and will be entirely dependent on the hedged price as compared to the non-hedged market price.

Any reductions to the Service's 2015 operating budget request that are expected to result from a lower contract price for gasoline will be made corporately by City Finance staff, and approved through the City's current budget review process.

Background/Purpose:

The Energy & Waste Management Office (EWMO) in the Environment & Energy Division of the City of Toronto has a fuel hedging program (Program) available to City divisions and agencies. The program allows participants that have provided authority to the City through Agency Appointment Agreements (Agreement), to transact in fuel hedging arrangements. Such arrangements are financial transactions with the intent of mitigating price risks associated with the spot price paid for fuel.

The City currently purchases its fuel from a single supplier (Suncor) based on weekly spot prices. The Service participates in this bulk purchasing arrangement.

Spot prices fluctuate with the market and expose the City and Service to rising price risk. In order to mitigate this risk and provide better budget certainty, the City has put a financial hedging program in place to reduce this volatility and help protect against rising prices.

Currently, the City and Toronto Transit Commission participate in this hedging program for some or all of their purchases of diesel and gasoline fuel. The Service has not participated in the hedging program in the past, and has benefitted from the recent significant slide in gas prices.

However, given the declining price of fuel over the last few months and the expectation that prices are likely to rise again, entering into the Agency Appointment Agreement with the City would allow the Service to potentially cap fuel prices, and would provide another option to help reduce the risk of fuel price increases.

Discussion:

The City's Hedge Strategy Framework was developed by an external consultant.

Responsibilities of the City and Participant Agencies:

The EWMO is responsible for administering the Program, which includes maintaining a roster of prequalified counterparties with which the City enters into fixed price contracts that allows the settlement of price differences between a known index and the hedge price. The City negotiates the master agreements with the pre-qualified counterparties, then works with the participating agencies to update the hedging strategy, establish fuel cost targets, monitor petroleum market and prices, issue quotation requests to obtain bids and award hedging contracts.

Participating agencies are involved in the pre-qualification of counterparty decision-making process, reviewing submitted bids and acceptance of bids that ultimately lead to a hedging contract award. The provision of fuel usage estimates and costs, along with reviewing of the hedging strategy and updating the City on fuel cost targets, are also responsibilities of the participant agency.

Although quotations requests are issued by the EWMO to all counterparties on behalf of all participants, the Service is not obligated to participate in any hedge transaction if it chooses not to transact. In addition, the Service is not obligated to hedge all of its fuel usage, should it decide to participate in a particular transaction. Any percentage of fuel usage, either diesel or gasoline, up to 100% of the estimated fuel usage value, can be hedged at any particular time.

Settlement of Invoices:

The program fee is paid by the Service directly to the City. The City has established a charge-back process which can be adapted to the Service once approval to participate in the program has been granted.

The purchasing and invoice payment process for actual physical deliveries of both diesel and gasoline remain unchanged if the Service participates in a hedging arrangement. However, the Service is responsible to process monthly settlement invoices, representing the difference between hedge price and actual price paid, as allocated by the City. The City has established a flow through account for posting settlement invoices from counterparties.

The Service will meet with City representatives to determine the nature and any additional workload to administer the hedging program, and the process to be followed.

Timing for Entering into Hedging Arrangements:

The City and Service would work with the City's fuel consultant to determine the best time to hedge the price of a portion or all future fuel usage. The City, acting as an agent of the Service, provides its counterparties with quotation requests setting out the product(s), quantity and the term of the hedge. Lead time for such notification is one (1) business day, however urgent requests can be turned around in one (1) hour. Once bids are received, the City, in consultation with the Service, will accept one or more offers, based on the lowest submissions, or decline any offer. The City will not transact on behalf of the Service if the Service's representative fails to provide instruction in a timely manner.

Conclusion:

The City's EWMO in the Environment & Energy Division has established a fuel hedging program for diesel and gasoline usage in order to help mitigate price increases and stabilize fuel costs. The Service would like the ability to consider and participate in this program when, in consultation with the City, hedging all or a part of our fuel requirements would mitigate future price increases and create more certainty around the cost paid for fuel. The Service is therefore seeking Board approval to enter into this agreement, which will allow the City to act as an agent on behalf of the Service in order to seek hedge quotes and accept hedge arrangements with counterparties, should such arrangements prove to be beneficial and acceptable to the Service.

It is therefore recommended that the Board delegate authority to the Chief of Police, or his designate, to enter into an Agency Appointment Agreement authorizing the City of Toronto to enter into price hedging transactions for fuel on behalf of the Toronto Police Service.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, and Deputy Chief Mike Federico, Operational Support Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P44. ARCHITECTURAL DESIGN SERVICES – PRE-QUALIFIED VENDORS

The Board was in receipt of the following report January 30, 2015 from William Blair, Chief of Police:

Subject: ARCHITECTURAL DESIGN SERVICES - PRE-QUALIFIED VENDORS

Recommendation:

It is recommended that the Board approve the nine pre-qualified vendors listed below for the provision of architectural design services for the Toronto Police Service (Service) commencing on April 1, 2015 and concluding on March 31, 2018:

- Dialogue Ontario Inc.;
- Cannon Design Ltd;
- OneSpace Architecture;
- Parkin Architects Ltd.;
- Dutra Architects;
- Rebanks Pepper Littlewood Architects;
- Mallen Gowing Berzins Architecture;
- Green Propeller Design; and
- CS&P Architects.

Financial Implications:

There are no immediate financial implications related to the recommendation contained in this report. Architectural design services required by the Service are funded from approved tenant initiated renovation and state-of-good-repair projects in the operating and capital budgets. Architectural services for major capital facility replacement projects are excluded from this pre-qualified vendor list.

In order to select the list of pre-qualified Architectural Design Service firms, each submission is evaluated against a pre-determined list of qualifications to ensure the selected firm is able to provide the service for which it would be requested to quote. Any project assigned to the successful proponent of a quotation process would be subject to the availability of funds and obtaining the necessary approvals.

Background/Purpose:

The Service has an ongoing need for facility renovations, improvements, upgrades and retrofits that may require architectural consulting services. Due to the number of projects conducted by

the Service, it is more efficient to establish a roster of pre-qualified architectural firms that the Service can access when the need arises. A pre-qualified list of architectural firms reduces the time and effort required to procure architectural design services, particularly for smaller projects, allowing the Service to complete projects more expeditiously. The current Board-approved list of pre-qualified architectural firms expired on December 31, 2014. However, the list has been extended to March 31, 2015, to allow for the completion of the new pre-qualification. During the contract extension, the Service has not awarded any work to the previous list of architects.

Discussion:

In August 2014, the Service's Purchasing Services unit issued Request for Prequalification (RFPQ) #1145170-14 to select pre-qualified firms for the provision of architectural design services. The RFPQ was advertised using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Seventy vendors downloaded the RFPQ package. The RFPQ closed on October 3, 2014 and 19 responses were received.

The submissions were subsequently reviewed independently by the members of the evaluation committee, using the following evaluation criteria:

- proponent's understanding of requirements (10%);
- proponent's project team, and past projects completed (30%);
- listed references (10%);
- corporate methodology applied to project completion (20%);
- quality assurance processes followed by the proponent firm (30%).

Purchasing Services facilitated the evaluation process and, through consensus scoring, the team selected nine architectural firms achieving the highest overall score based on pre-established criteria. The successful pre-qualified firms are:

- Dialogue Ontario Inc.;
- Cannon Design Ltd;
- OneSpace Architecture;
- Parkin Architects Ltd.;
- Dutra Architects;
- Rebanks Pepper Littlewood Architects;
- Mallen Gowing Berzins Architecture;
- Green Propeller Design; and
- CS&P Architects.

The objective of the evaluation process was to select eight firms for the pre-qualification listing. However, since there was a tie for eighth place based on highest scoring results, the evaluation committee recommended the inclusion of one additional company, bringing the total number of pre-qualified architectural firms on the listing to nine.

Conclusion:

Establishing a roster of pre-qualified architectural firms does not guarantee any of the firms on the list any contract assignments. It simply enables the Service to receive quotations for architectural design services in a more expeditious manner. Accordingly, architectural design services required by the Service will be tendered on a project by project basis, and the pre-qualified vendors will have the opportunity to bid on each assignment. The work is still subject to the normal municipal procurement process, the availability of funds for the project and proper approvals.

Nine vendors are recommended as the Service's pre-qualified list for the term commencing on April 1, 2015 and concluding on March 31, 2018.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P45. SPECIAL FUND REQUEST: 2015 CIVICACTION SUMMIT

The Board was in receipt of the following report January 23, 2015 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: 2015 CIVICACTION SUMMIT

Recommendation:

It is recommended:

1. THAT the Board approve \$50,000 from the Board Special Fund to sponsor the 2015 CivicAction Summit; and
2. THAT the Board approve the use of the Board crest by CivicAction, specifically for recognition purposes outlined in this report.

Financial Implications:

If the Board approves recommendation 1, the Special Fund will be reduced in the amount of \$50,000. As at September 30, 2014, the balance in the Special Fund was \$2.1M.

Background/Purpose:

CivicAction brings together senior executives and rising leaders from different sectors and provides a neutral platform for collaboration and leadership, focused on improving social, economic and environmental challenges within the Greater Toronto and Hamilton Area (GTHA). Board Member Marie Moliner sits on the CivicAction Steering Committee and Deputy Chief Peter Soly is a long standing member of the organization's Board of Directors. CivicAction sets a non-partisan agenda, builds strategic partnerships, and launches campaigns, programs and organizations that transform the region. By engaging key players from business, labour, academia, non-profit and voluntary sectors, and all three levels of government and leveraging their collective energy, networks and thought leadership, CivicAction is able to accomplish its goals. In addition, CivicAction offers a suite of programs including its Emerging Leaders Network and DiverseCity Fellows aimed at cultivating and growing strong civic leaders. In 2014 CivicAction assisted the Board by hosting consultations with its member agencies on the selection of a new Chief of Police.

Discussion:

Every four years, CivicAction hosts a Summit convening over 600 city builders and leaders from across the GTHA and drawn from all sectors of society to meet one another and identify the biggest issues facing the region. The Summit draws attention to critical challenges and opportunities and sets the civic agenda for CivicAction and its partners. The main objective of the Summit is to contribute to improving the quality of life for residents living in the City of Toronto's 140 neighbourhoods and the broader region.

The 2015 Summit will be held on April 28, 2015. Many of the issues identified for the 2015 Summit have implications for the work of the Toronto Police Service (the Service) and the Board. Subject matters to be addressed include: The Growing Need for Mental Health Support in the Workplace; Infrastructure Needs of Tomorrow: Better Prepare our Communities for Increases in Density, and Weather Intensity; Childhood Health; Public Space and Physical Activity: for the Health of our Communities; Housing Affordability in the Region; and Matching Senior Health Care to Housing Options. The Board's support of the Summit would demonstrate its commitment to investing in the quality of life and civic leadership in the City of Toronto. As well, it will provide an opportunity to continue to build police-community relations and increased public confidence.

Support of the Summit will grant the Board access to the expertise of over 600 civic and business leaders from diverse communities. As well, at the City Builder Sponsorship Level, the Board will be provided with the final report that summarizes the key outcomes. The Board will have access to professional development and leadership opportunities within CivicAction's Emerging Leaders Network and will be invited to attend and participate in CivicAction's initiative-specific committees and groups. Furthermore, the Board's contribution will be recognized through placement of the Board logo at the Summit on April 28, 2015, the Summit webpage, and the Impact Report, and Board recognition in the delegate package.

The Board's \$50,000 contribution represents 2.27% of CivicAction's annual organization cost of \$2.2 million for the 2015 Summit year and will go a long way towards making this important initiative possible. At the conclusion of the Summit, CivicAction will work with its partnership development program to source further funding to sustain the initiatives that emerge from the Summit. These efforts will enhance the value of the Board's contribution.

A copy of CivicAction's proposal dated January 22, 2015 from Ms. Sevaun Palvetzian, CEO and Mr. Rod Phillips, Chair of the Board, which provides additional details about the Summit is attached to this report for your information.

Conclusion:

Topics to be discussed at the Summit include mental health, physical and mental wellbeing of seniors, infrastructure needs and safe communities as well as other socio-economic issues that have been identified as having an impact on violence and violence prevention. The themes being discussed at the Summit are in keeping with the Community Outreach provision of the Special Fund Policy which support initiatives benefiting children and/or youth and/or their families and

that address violence prevention or prevention of repetition of violence or the root causes of violence. In addition, the topics of discussion are in keeping with the following three Service priorities identified in the 2014 – 2016 Business Plan: Safe Communities and Neighbourhoods, Economic Sustainability and Operational Excellence, and High Quality, Professional Service to the Community and can provide valuable insight to the Board for the next Business Plan development.

The Board's support of the Summit reaffirms the Board's commitment to building public trust and confidence through community engagement and addressing the needs of our community, through continuous dialogue and openness to change.

Therefore, it is recommended that the Board approve \$50,000 from the Board Special Fund to sponsor the 2015 CivicAction Summit and approve the use of the Board crest, as outlined in the report, for use by CivicAction.

The Board approved the foregoing report.

Moved by: C. Lee



January 22, 2015

Chair Alok Mukherjee
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3

Dear Mr. Mukherjee,

On behalf of CivicAction, thank you very much for considering this request for support of our 2015 CivicAction Summit. We see strong alignment between this proposal and the Community Outreach category of your special fund. For over a decade, CivicAction has played the role of neutral sandbox, bringing together senior executives and rising leaders to tackle challenges facing the Greater Toronto and Hamilton Area. We are in the business of building partnerships and taking action through transformative campaigns, programs and organizations. In the following proposal, we'll detail our relationship with Toronto Police Service and the Toronto Police Services Board, the nature of the Summit and how it aligns with your organization's objectives, and the benefits of your support.

CivicAction, the Toronto Police Services Board, and the Toronto Police Service: A Long-Standing Relationship

CivicAction believes sincerely in the Toronto Police Service's mission to work in partnership with communities to make Toronto the best place it can be. The Toronto Police Service is dedicated to developing collaborative partnerships with community in order to achieve excellence, innovation, continuous learning, quality leadership, and management. Similarly, CivicAction prides itself in delivering impactful solutions to our region's most pressing social and environmental challenges.

CivicAction's impact is only made possible through the contributions of many multi-sectoral leaders who believe in the importance of our work. Over the years, we have been fortunate to receive the investment of time and energy from many leaders of the Toronto Police Services Board and the Toronto Police Service, including Toronto Police Service's Deputy Chief Peter Sloly, a long standing member of CivicAction's Board of Directors, Toronto Police Services Board Member Marie Moliner, a member of the CivicAction Steering Committee, and Mayor of Toronto, John Tory, former Chair of CivicAction.

These leaders have made particularly important contributions on a number of our recent initiatives, including:

- **Escalator: Jobs for Youth Facing Barriers**
There are 83,000 youth in the Greater Toronto and Hamilton Area who are not in education, employment, or training. We think we can do better by these young people, particularly those youth who face barriers to employment who are overrepresented in crime. This initiative connects youth facing barriers with jobs through collaboration with a large tent of players from the public, private and community sectors. By engaging small and medium-sized businesses, bringing job opportunities into the open, closing the skills gap, and connecting youth with role



models, CivicAction is making the job market more transparent and giving new networks to youth who currently don't have them. By developing these interventions, CivicAction believes we can put these youth on a better path.

This initiative has had tremendous leadership from the Toronto Police Service, including Deputy Peter Sloly who sits on our Youth Champions Council, and Danielle Dowdy, who served as a member of our Youth Working Group.

- **DiverseCity Fellows**
Recognizing the importance of building the next generation of civic leadership, CivicAction's DiverseCity Fellows program is one of North America's leading urban fellows programs for rising city-builders. The one-year leadership program supports city-builders to become better leaders and gives them hands-on opportunities to work with high-performers outside their sectors and industries to create change in their communities. Each year, the program brings together 25 emerging leaders who reflect the diversity of our region, and kick-starts their collaboration with a wide network of city-builders and leaders in the public, private, and non-profit sectors.

We were thrilled to welcome Danielle Dowdy as a Fellow in 2009 and May Mak as a Fellow in 2011. Marie Moliner and Deputy Peter Sloly have served as mentors to DiverseCity Fellows, providing one-of-a-kind support to these emerging leaders.

CivicAction Summit

Every four years, CivicAction holds a summit to put our finger on the pulse and identify the biggest issues facing the region. At the core of our summit is the desire to improve the quality of life for residents across the 140 neighbourhoods of Toronto and the broader city-region. Indeed, the agenda for the day seeks to reflect the lived experience of residents from all-sectors and socio-economic backgrounds. Out of the summit, CivicAction sets our operational plan for the next four years and focuses on high-impact initiatives that lend themselves to multi-sector solutions. On April 28, 2015, the CivicAction Summit will bring together over 600 regional leaders representing the private, public, and community sectors to surface the most innovative thinking on our most pressing economic, social, and environmental challenges. Many of the issues identified for this year's summit have implications for the work of the Toronto Police Service.

These include:

- **The growing need for mental health support in the workplace.**

On any given week, more than 500,000 Canadians will not go to work because of mental illness. Our growing burden of mental health issues has personal and societal costs. The Mental Health Commission estimates that the total Canadian economic burden of mental illness is \$51 billion annually. Interventions with impact are needed by many across our region.

Toronto Police Services understands well the immense need for mental health supports in our communities. The Toronto Police Service 2014-2016 Business Plan identifies the need to "enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness". As the Honorable Frank Iacobucci noted in his independent review (2014), the relative reduction in mental health spending over time has had serious implications for Toronto Police who have become



“*de facto* front line mental health workers”. The Toronto Police Service has seen an increased number of calls involving people in crisis, 8,384 in 2013, up from 7,627 in 2009. Iacobucci asserts that, “it is reasonable to expect that [additional mental health] resources and supports would reduce the incidence of police contact with people in crisis by reducing the incidence of crises, and by creating alternative ways of helping to resolve them”.

By working with a multi-sectoral stakeholder group on this issue, CivicAction believes that we can achieve meaningful reductions in the incidence of police interactions with emotionally disturbed persons. Moreover, this issue will engage a broader cross-section of organizations to this effort so that the Toronto Police Service does not have to face this issue alone.

- **Childhood health, the Importance of the “First 1000 Days”**

Researchers have identified the first 1,000 days of a child’s life—from pregnancy through a child’s second birthday—as a critical window of time that sets the stage for a person’s intellectual development and lifelong health, beginning, foremost, with nutrition. The annual costs of physical inactivity and obesity in the GTHA are now \$4 billion, including \$1.4 billion in direct medical costs. This, and other concerns, could be proactively addressed in early childhood.

The Toronto Police Service sees what happens when our children do not receive the physical, social, and emotional care they need early in life. The link has been made between the quality of care received during the First 1,000 days of life and health, educational, employment, and crime outcomes later in life. As the Toronto Police Service notes in its 2014-2016 business plan, “it is clear that no one agency alone can effectively deal with the problem [of juvenile delinquency]. A multi-disciplinary approach is required...” CivicAction will be bringing together that multi-sectoral group to identify the needs of children and mothers to improve the downstream outcomes for all of society.

- **Infrastructure Needs of Tomorrow: Better Prepare our Communities for Increases in Density, and Weather Intensity**

Our region’s infrastructure is in critical need of attention. The City of Toronto faces a state of good repair backlog of \$1.7B. At the same time, the frequency of “extreme” weather events is increasing. Storms that used to occur every 40 years are now occurring every 6 years. The city has also increased in density, creating more stress on our already vulnerable infrastructure.

The Toronto Police Service sees the implications of high density and crumbling infrastructure on a daily basis. The Toronto Police Service and other emergency services providers experience increased pressure to respond to infrastructure failures due to extreme weather events and actual infrastructure system failures. In its 2014-2016 business plan, the Service identifies improving road safety and traffic flow as a goal. CivicAction will bring together a multi-sectoral group of stakeholders to identify actionable solutions to our infrastructure woes.

- **Public Space and Physical Activity: for the health of our communities.**

As the GTA becomes a hyper-dense city-region, our reliance on useable public space increases. Nearly 50% of all Toronto residents reside in apartments, increasing the demand for affordable, accessible, and vibrant public spaces.



As the Toronto Police Service is well aware, when the public has access to and uses vibrant public spaces, this has a positive impact on reducing crime and disorder. The Toronto Police Service also sees the effects of a lack of neighbourhood amenities on neighbourhood well-being and crime rates. Indeed, the 2014-2016 business plan identifies the goal of “contribut[ing] to and foster[ing] neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.” CivicAction’s work in this area will help to address the need for improved access to neighbourhood amenities across the city and look for cost-effective and community-building ways to address this issue.

- **Housing affordability in the GTHA, matching senior health care to housing options.**

In 2011, 14% of Toronto’s population was over 65. In 30 years, this may reach 24%. We are already experiencing a gap in housing options for seniors in between acute care (hospitals) and home (independent/family care.) Intermediate care opportunities could help ease the costs and demands on space currently experienced by hospitals and serve as a potential means to reduce ER wait times. This can aid in maintaining the physical and mental well-being of seniors, by prolonging their self-sufficiency and keeping them connected with familiar social and physical settings.

The Toronto Police Service understands the importance of taking care of the region’s elderly residents. The 2014-2016 business plan identifies the need to continue to work with community partners to protect and educate seniors from abuse. Your priority aligns well with our vision to ensure that seniors from all socioeconomic backgrounds have access to the wrap-around care and services they need to lead healthy lives.

For each of these issues, CivicAction will drive action stemming from the conversations at our Summit. As a central institution in the Greater Toronto and Hamilton Region, we are pleased to invite the Toronto Police Services Board to partner with us to drive action. This is in keeping with your track record of community impact and your priority to enhance infrastructure for local problem solving, crime prevention, community mobilization, and community partnerships. Please see the attached appendix for more information on the project budget, timelines, evaluation,

Request and Benefits

To make all of this action possible, we would like to invite the Toronto Police Services Board to support our efforts to drive real progress in the region. We are requesting that you consider a \$50,000 sponsorship of CivicAction’s 2015 Summit.

Your support would designate the Toronto Police Services Board at the *City Builder* level with CivicAction, joining an esteemed group of corporate partners including PCL Constructors, TD Bank, Manulife Financial, and Maple Leaf Foods. This tier of partnership comes with many benefits, as outlined in the appendix. During the 2015 CivicAction Summit, the Toronto Police Services Board would gain exposure to 600+ civic leaders, experts and business leaders from diverse communities. As a *City Builder*, the Toronto Police Services Board would be investing the quality of life and civic leadership in the City of Toronto. As a result of your support and participation in the Summit, there is the potential for increased public trust and police legitimacy. As outlined above, we anticipate that conversations on the day of the Summit and the actions that follow will have positive upstream benefits on actual public



safety outcomes.

By supporting the 2015 CivicAction Summit, Toronto Police Services Board would further its reputation as a leading institution on the issues that matter most to the City. Your financial contributions are vital in enabling CivicAction's work and in helping us shape and grow a new generation of rising city-builders. Thank you again for considering this opportunity. CivicAction is grateful for partners like you, who believe in a more prosperous, vibrant, and livable city-region and provide much needed support for our work.

Thank you, in advance, for your consideration. We would be pleased to meet with the Toronto Police Services Board at any time to discuss this proposal in more detail.

Sincerely,

Sevaun Palvetzian, CEO

Rod Phillips, Chair of the Board



Toronto Police Services Board Sponsorship Proposal

Request in the amount of \$50,000 sponsorship for CivicAction's 2015 Summit

For over 10 years, the Greater Toronto CivicAction Alliance (CivicAction) has brought together senior executives and rising leaders from all sectors to tackle some of our region's toughest social, economic and environmental challenges. CivicAction sets a non-partisan agenda, builds strategic partnerships, and launches campaigns, programs and organizations that transform our region. Watch the video "[CivicAction: Because this is where we live](https://www.youtube.com/watch?v=cFk0spzRKNl)" - <https://www.youtube.com/watch?v=cFk0spzRKNl>

CivicAction Summit

Summit Mandate and Objectives

Every four years, CivicAction hosts a Summit, convening hundreds of city builders and leaders from across the region and all sectors to meet one another and chart an action plan to address the issues facing our region. Our Summits draw attention to the critical challenges and opportunities and set the civic agenda for CivicAction and its partners.

Out of the Summit, CivicAction will:

- Produce an on-line report that summarizes the day and captures the key outcomes, identifying areas of action where CivicAction and/or other community partners will begin to drive tangible progress on issues of regional importance
- Provide an on-line forum that captures ideas generated at the Summit, commitments made, and remaining gaps/opportunities.
- Explore action opportunities with key content partners
- Establish 2015 – 2019 Steering Committee.
- Announce our first new actions to address the issues discussed at Summit in Fall 2015.

Budget and Finances

The potential impact of our 2015 Summit is clear, but there are costs associated with making this impact a reality – including activity on either side of the day. During this, a Summit year, the annual organization costs for 2015 will be approximately \$2.2 million¹. As you are aware, our Summit is not just a day of incredible dialogue – it is the day held once every four years, that helps articulate some pressing areas in need of multi-sector partnership for action, and galvanizes our workplan and helps fuel much of our activity, for the four years to come. Your contribution of \$50,000 will go a long way towards make these important initiatives possible.

CivicAction has engaged private, public, and community sector organizations to provide the financial support to enable our impact. CivicAction has a robust partnership development program which will source further funding to sustain the initiatives which emerge from our Summit. These efforts will enhance the value of the Toronto Police Services Board investment.

CivicAction has a thirteen-year track record of excellent financial management and fiscal responsibility.

¹ Of this \$2.2M, 60% covers a team of 15, 30% covers program expenses including program costs and communications, and 10% covers administration.



Our finance team and annual audit ensure that financial contributions to CivicAction are used for their intended purpose.

Timeline

Your contribution would help to support the following phases of work

Phase	Dates
Pre-Summit <ul style="list-style-type: none">• Research – Working with TD Economics, the Rotman School of Business, and the Martin Prosperity Institute, CivicAction will create a common fact base on each of our issues to inform the discussions at Summit• Consultation	October 1, 2014 – April 27, 2015
Summit <ul style="list-style-type: none">• A one-day conference bringing together 600 multi-sectoral regional leaders	April 28, 2015
Post-Summit <ul style="list-style-type: none">• Produce an on-line report that summarizes the day and captures the key outcomes, identifying areas of action where CivicAction and/or other community partners will begin to drive tangible progress on issues of regional importance• Provide an on-line forum that captures ideas generated at the Summit, commitments made, and remaining gaps/opportunities.• Explore action opportunities with key content partners• Establish 2015 – 2019 Steering Committee.• Announce our first new actions to address the issues discussed at Summit in Fall 2015.	April 29, 2015 – December 31, 2015

Benefits for Toronto Police Services Board

1. Summit 2015 Partner

- Sends a positive message to the region about the Toronto Police Services Board investing directly in the overall quality of life and civic leadership in the region
- Boosting of the Toronto Police Services Board public trust and legitimacy
- Positive upstream benefits on public safety outcomes in the areas of mental health, youth criminality, traffic and roads, neighbourhood well-being, and seniors
- Exposure to 600+ rising and senior leaders from business, government, academia, labour, and community sectors



- Onsite corporate logo presence during CivicAction's Summit on April 28th as a Summit Supporter
- Logo on the Summit webpage
- Logo in the Impact Report
- Recognition in the delegate package
- A choice of one from the remaining logo placement opportunities below (space limited):
Registration, Coat check, Breakfast, Morning coffee break, Lunch, Afternoon coffee break, Ideas corner

2. CivicAction's City Builder Partner

- **Recognition on CivicAction's digital properties:**
 - In the City Builder section on the Partners page of www.civicaction.ca
 - Ongoing corporate logo recognition for the duration of 12 months
 - Includes logo on video screens at up to 30 upcoming events per year
 - Mention on CivicAction twitter account
 - Logo recognition in ELN newsletter – sent out to 800+ members every month and at more than a dozen ELN and CivicAction meetings each year
 - Logo recognition in CivicAction's quarterly newsletter – send out to 5,000+ in CivicAction community
- **Recognition as a Core Partner at the City Builder level at signature events:**
 - CivicAction Summit (April 2015) – with exposure to 600+ select business and community leaders, and elected officials from across the GTHA
 - ELNstudio (fall 2015) – with exposure to about 200 rising leaders, mid-career, from various sectors
 - Race to Reduce Awards (September 2015) – with exposure to about 200 mid- and senior level business leaders

3. Employee Engagement

- **Offer professional development and leadership opportunities for your staff**
 - An invitation to your staff to join our Emerging Leaders Network (<http://civicaction.ca/emerging-leaders-network-eln/>). Members of the network have access to best-in-class leadership programming, including skill-building workshops on a number of topics like media training, public speaking, and government relations.
 - **Demonstrate Toronto Police Services Board's commitment to community impact**, through your support of CivicAction's initiatives such as the Summit 2015 where CivicAction will surface the most current and innovative thinking on regional issues such as public space and physical activity, infrastructure needs for increased density and intensity and matching senior needs to housing options amongst many others.
 - **Engage with CivicAction's network by invitation to attend CivicAction events and participate on initiative-specific committees and groups.**



Toronto Police Services Board's Impact – 2015 and Beyond

Over the next year, here are some of the impacts that your contribution will help to drive:

- A slate of emerging priorities as defined at our 2015 summit. CivicAction is working with a broad cross section of stakeholders and experts to define the critical issues of regional importance for discussion at our 2015 Summit on April 28, 2015.
- Incubating high-impact projects & collaborations amongst the region's diverse rising leaders. This year, CivicAction's leadership programs will continue to engage rising leaders to expand their networks. By leveraging their knowledge of diverse sectors and communities, they will surface the most current and innovative thinking on responses to our most pressing economic, social, and environmental challenges.

Please note that the deadline for taking advantage of this opportunity is March 27, 2015.

More Information:

Please contact Magda Hjartarson, Director of Partnerships and Development, at magda.hjartarson@civicaction.ca, or at 416 309 4480 x 513.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P46. SPECIAL FUND REQUEST: YOUTH EMPLOYMENT SERVICES

The Board was in receipt of the following report January 22, 2015 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: YOUTH EMPLOYMENT SERVICES

Recommendation:

It is recommended that the Board approve \$20,000 from the Board Special Fund to support the Youth Employment Services Job Camp Program.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced in the amount of \$20,000. As at September 30, 2014, the balance in the Special Fund was \$2.1M.

Background/Purpose:

Youth Employment Services (YES) is Canada's first youth employment organization that provides young people with professional counselling and training to help them realize their full potential. YES was founded by the Rotary Club of Toronto in 1968, and has a rich history spanning 40 years. YES has become the established model for other sector agencies across the country. YES specializes in career counselling and job placement and has an 83% success rate in finding jobs, training and education, or business outcomes for youth.

Discussion:

One of the programs offered by YES is the Job Camp Program which is an employment and personal development program designed to help disadvantaged and vulnerable youth develop employability and life skills and find employment. Youth who participate in the program face one or more challenges that make it difficult to navigate the labour market on their own. These challenges may include having a criminal record, having a grade 12 or less education, homelessness and having a mental health disorder.

Job Camp is an intensive two week program for youth 15 – 30 years of age who are not in school and are unemployed. The program offers employability and life skills training, one-on-one counselling with job developers to identify and pursue job opportunities, as well as providing ongoing support to participants by an employment counsellor. Job Camp is offered to participants free of charge. The program also includes breakfast and lunch during the two weeks of workshops, as well as TTC tokens and clothing support to aid participants in their job search.

The program operates from The Rotary Club of Toronto Centre for Youth Empowerment at 511 Richmond St. W.

The main objectives of Job Camp is to assist at-risk and unemployed youth by clarifying goals, providing access to job opportunities, educational options, training programs and community resources. Workshop topics include preparing resumes and correspondence, interviewing skills, networking, employment maintenance, budgeting and money management, dress for success, health and safety, goal setting and time management. By providing youth with the required tools, Job Camp is able to assist at-risk youth to become economically independent through finding and maintaining employment, improve life skills and self-esteem, empower and prepare youth to become productive and self-sustaining members of society, help to keep at-risk youth off the streets and out of trouble, and enable vulnerable youth to see a future for themselves in the workforce.

Job Camp is offered to 120 youth annually. 2014 Job Camp statistics show that 86% of participants achieved a positive outcome and were successful in finding and maintaining employment, returning to school or enrolling in further training. The funds being sought from the Board Special Fund will cover the cost of 22 youth participating in the program. Job Camp's total operating cost is \$109,260. The funds being sought from the Board represent 18.3% of the total program cost.

YES has had a past relationship with the Toronto Police Service (the Service) through the Youth in Policing Initiative by providing employment and maintenance workshops to youth in Toronto's priority neighbourhoods and has also worked directly with several Service employees. YES is interested in developing an ongoing relationship with the Service and welcomes the opportunity to meet with members of the Service to establish ongoing mentoring and or workshops that would be beneficial to at-risk youth.

Conclusion:

The Job Camp program addresses socio-economic factors that create barriers to self-sufficiency for at-risk youth. The program outcomes are in keeping with the 'Community Outreach' criteria outlined in the Special Fund Policy which supports initiatives "benefiting children and/or youth and/or their families and that address violence prevention or prevention of repetition of violence or the root causes of violence."

Therefore, it is recommended that the Board approve \$20,000 from the Board Special Fund to support the Youth Employment Services Job Camp Program.

The Board approved the foregoing report.

Moved by: S. Carroll



Youth Employment Services YES
Head Office
555 Richmond Street W.
Suite 711, Box 115
Toronto, ON M5V 3B1
T: 416.504.5516

The Rotary Club of Toronto
Centre for Youth Empowerment
511 Richmond Street W
2nd Floor
Toronto, ON M5V 1Y3
T: 416.504.8046

Your Employment Services
1610 Bloor Street W
Toronto, ON M8P 1A7
T: 416 535 8448

Youth Job Centre
2502 Eglinton Avenue W.
Suite 101
Toronto, ON M6M 1T4
T: 416 656 8900

www.yes.on.ca

December 22, 2014

Mr. Alok Mukherjee
Chair, Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3



Dear Mr. Mukherjee,

Thank you for your past support of Youth Employment Services YES. Your generous donations have made a positive impact on countless youth and we are so grateful for your support.

To remind you, YES helps Toronto's disadvantaged and vulnerable youth find employment. Since 1968, we have supported more than 110,000 youth. Through our programs, youth gain confidence, develop employability and life skills, and enter the world of work.

Our Job Camp program supports youth that are facing a number of challenges that make it difficult for them to navigate the job market on their own. These challenges may include having a criminal record, a mental health issue, homelessness, and having Grade 12 education or less as their highest level of education. Despite these challenges, **86% of our Job Camp participants in 2013-14 achieved a positive outcome** (successful outcomes include finding a job, returning to school, or enrolling in further training).

It costs \$109,260.00 to run Job Camp for 120 youth over one year. This equals to \$910.50 per person. We kindly request a donation of \$20,000 from TPSB, which will help 22 youth participate in this incredibly impactful program.

Enclosed you will find a proposal that provides more information about the Job Camp program and about our organization. I thank you in advance for your consideration of our proposal and I wish you and your team continued success.

Regards,

Justine Katz
Justine Katz

Enclosed: Special Fund Application Form
Job Camp Proposal
Three Letters of Endorsement

The Employment Champion for Youth





Job Camp Proposal

Presented to: The Toronto Police Services Board

By: Youth Employment Services YES





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Application Information

Name of Organization: Youth Employment Services YES

Address: 555 Richmond Street West, #711, Box 115
Toronto, M5V 3B1

Website: www.yes.on.ca

Contact Person: Justine Katz

Title: Development Coordinator

Phone Number: 416-504-5516 ext. 248

Email: justine_katz@yes.on.ca

Charitable Registration Number: 83275 6720 RR0001



PURPOSE AND NEED

Initiative: Job Camp

Date: April 1, 2015 – March 31, 2016

Purpose and Objective

“I was very depressed, struggling with bi-polar disorder and didn’t feel any purpose in life or that life was worth living. I found out about Job Camp and wanted to come so I could get a sense of purpose in my life. The program made me realize that I do have potential and value, not only as an employee but also as a person.” – Brittany

Brittany’s testimonial demonstrates the need for Job Camp and our need for funding. Our Job Camp program has proven to lead to successful outcomes for disadvantaged youth and change their lives for the better. Job Camp gives them hope, helps them develop new skills, supports them to make positive choices, and motivates and empowers them to join the world of work. Without the program we run the risk of our youth making poor choices and/or becoming even more marginalized and disengaged from the community. It costs only \$910.50 to help one youth participate in this life changing program. **Youth Employment Services YES kindly requests a donation of \$20,000 from the Toronto Police Services Board in order to help 22 youth participate.**

What is Job Camp?

Job Camp is an employment and personal development program designed to help disadvantaged and vulnerable youth develop employability and life skills and find employment. YES accepts 120 youth ages 15 to 30 into the program each year. Youth participate in two weeks of intensive workshops to improve their employability and life skills, after which they work one-on-one with our highly skilled Job Developers to identify and pursue job opportunities. Job Camp is offered to participants free of charge. Youth also receive breakfast and lunch during the two weeks of workshops as well as TTC tokens and a clothing allowance to aid them in their job search.

Workshop topics include (but are not limited to):

- Resumes, cover letters and thank you letters
- Interview skills
- Labour market trends
- Networking
- Employment maintenance
- Social Media Job Search
- Health and safety
- Goal setting and time management
- Budgeting and money management
- Dress for success
- Career exploration

These workshop topics are generally facilitated by YES’ highly experienced career counselors; however, volunteers from the community may come in to facilitate certain workshops. For example, we may have volunteers come in to do mock interviews.

Members of the community also serve as guest speakers and enhance our youths’ learning by facilitating unique workshops. We would welcome Toronto Police Service officers to participate in our program in this way and help our youth develop their skills in areas such as conflict resolution, decision making, confidence, communication, problem solving, and team work.



Job Camp Program Objectives

Short-Term Objectives:

- Help at-risk youth become economically independent through finding and maintaining employment.
- Provide a safe and supportive environment where youth feel comfortable to participate.
- Assist at-risk and unemployed youth to clarify goals, and access job opportunities, educational options, training programs and community resources.
- Increase participants' employability skills.
- Help keep at-risk youth off the streets and out of trouble.

Long-Term Objectives

- Empower and prepare participants to become productive, self-sustaining members of society who contribute to the economic growth of their communities.
- Improve life skills and self-esteem of participants.
- Enable vulnerable youth to see a future for themselves in the world of work.
- Lessen the strain on social services.

Measurable Objectives

- 180 youth will be referred to the program each year for assessment and suitability for the program.
- 120 will be accepted into the program, the remaining 60 will be accepted into other programs at YES.
- 100 will complete the entire two week program.

Job Camp and the Toronto Police Services Board

Job Camp meets the criteria of TPSB's Special Fund Policy. Our initiative falls under category 1 "Community Outreach".

The beneficiaries of this program will be youth between the ages of 15 to 30. We will involve community partners as well as Toronto Police Service officers. By TPS officers facilitate regular seminars with our groups and interact with our clients, the relationship between the police and marginalized youth will be strengthened and improved.

Additionally, this initiative contributes to violence prevention by addressing many of the root causes of violence. Evidence based research demonstrates that those that are at-risk for committing violence are socially isolated, denied access to educational and employment opportunities and other community resources, disengaged from school, have not developed the skills necessary to succeed in educational or work environments, and do not have strong role models. Job Camp addresses these issues by providing a safe and supportive environment where youth can begin to re-engage with the community, learn new skills, have access to opportunities and positive role models, and be empowered to make positive decisions.

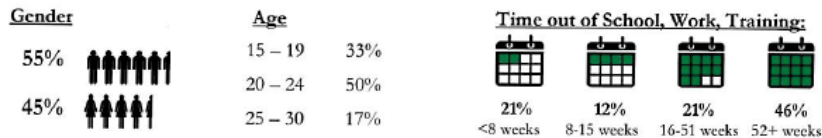
Finally, our initiative and proposal includes the components that the Special Fund Policy requires including:

- Clear, measurable objectives and benefits.
- An evaluation plan, a budget, a sustainability plan, and timelines for completion.
- A mandate, three letters of endorsement, and evidence of YES' management and fiscal responsibility with respect to funds granted.



Target Population Group

Participants are disadvantaged and vulnerable youth between the ages of 15 to 30. They are facing one or more challenges that make it difficult for them to navigate the labour market on their own. These challenges may include having a criminal record, having Grade 12 education or less as their highest level of education, homelessness, and having a mental health disorder. Here is a snapshot of last year's group of 122 youth:



Highest Education Completed



Program Impact

Despite the challenges and the barriers that our clients are facing when they enter Job Camp, they are able to achieve phenomenal results year after year. The program helps them to overcome these challenges and achieve personal and career success. Although many of last year's clients were undereducated and/or had spent more than a year out of school, work, or training (among other barriers not mentioned), they were able to achieve a success rate of 86%. Specifically:

-  88 youth found employment
-  17 youth returned to school or pursued more training
-  70 youth were still employed after 3 months
-  Youth earned an estimated \$267,120 (combined over 3 months)

The best way to truly understand the impact of Job Camp is through the words of previous participants:

"Before YES I was unsure about my life decisions because of my criminal history. I was feeling discouraged and stressed out. Through Job Camp I learnt many skills, including how to prepare for an interview and successfully job search. Through my Counselor I secured an interview with Mr. Lube and got the job! I am proud of what I have achieved so far, I never thought I could do it." – John

"I came to YES when I was unemployed with no prospects or experience within the city. I had no money for expenses or for rent and was in a horrible position after leaving school. I gave it a shot and it was the best decision I have made since moving to Toronto. Job Camp kept me on my feet and motivated to find work, and I did. In just under a week and a half I had an interview with one of my favourite employers and was hired days later. I am now working 5 days a week and loving what I do." – Jamie!



Community Needs

This initiative addresses the urgent need to help youth find jobs. There is an astonishing shortage of jobs for young people in Canada and across the globe. Locally in Toronto, the youth unemployment rate sits at 18.1%, the worst rate in all of Ontario. This compares to 8.4%, the rate for general unemployment in Toronto.

18.1% *youth* unemployment rate **8.4%** *general* unemployment rate

With highly educated, qualified and engaged youth struggling to find a job, you can imagine that for young people facing challenges such as homelessness, a lack of formal education, a criminal record, a mental illness, and/or drug abuse, it becomes increasingly more difficult.

We strongly believe that *when youth work, communities work.* We need to help our youth become contributing members of society and support our economy, rather than put a strain on the economy by relying on social assistance. We need to provide our youth with more employment and educational options so that they can make healthy and positive decisions, rather than denying them opportunities and forcing them to make poor choices. It is important that we work together as a community to respond to the youth employment crisis and continue to have the specialized services in place to support our youth.

Community Participation

YES encourages participation from the community to enhance the Job Camp program, boost the participants' experience, and ultimately lead to more positive outcomes for the participants. The main ways in which we do this is by inviting volunteers and guest speakers from the community to deliver some of the workshops. We have approximately 2-3 guest speakers per Job Camp session (12 sessions per year). We also work with over 100 employers to encourage them to hire our youth and support them in the workplace.

Additionally, YES has a large network of community partnerships and referral agencies to ensure that all youth in need across the GTA are made aware of our services and program. We have strong linkages across the youth-serving sector, partnering with organizations including The Centre for Addiction and Mental Health (CAMH), Children's Aid, Youth Justice, Ontario Works, and The Ministry of Community Safety and Corrections/ probation and parole offices.

Evaluation

Program evaluation is central to YES' learning, performance improvement and accountability. By evaluating our programs we can determine their efficiency, effectiveness, sustainability, and impacts. Impact evaluation helps us to better understand the extent to which activities reach unemployed youth and the magnitude of their effects on people's welfare.

YES will utilize a number of evaluation tools to measure the quantitative and qualitative impact of Job Camp including a customized client tracking system, client testimonials, and surveys and focus groups for participants, employers and community service providers. We will track our participants' outcomes for three months following the completion. Evaluation insights will be shared with the TPSB in the form of a full report.



Budget

Job Camp costs \$109,260 to run the program for 120 youth over a 12 month period. This equals to \$910.50 per participant. A donation of \$20,000 will cover the costs for 22 youth to participate in the program. Job Camp does not receive any government funding.

Expense Description	Expense Amount
Staff Costs	
Salaries (Wages & Merit)	\$ 70,954.00
Benefits	\$ 14,376.00
Other Program Costs	
Participant Cost (TTC)	\$ 6,000.00
Equipment R&M/Rental	\$ 200.00
GST/HST Expense	\$ 376.00
Internet	\$ 285.00
Office Supplies/ Postage	\$ 1,200.00
Office Maintenance/ Cleaning	\$ 1,500.00
Promotions & Outreach	\$ 500.00
Rent	\$ 3,229.00
Telephone Expense	\$ 2,040.00
Training Materials/ Resources	\$ 600.00
YES Special Project Expenses	\$ 8,000.00
Total	\$109,260.00

We have committed funding for Job Camp from CIBC, Intact Foundation, TELUS, Green Shield Canada Foundation, KPMG, Gamma-Dynacare Medical Labs, and Scotiabank, the Joan McCalla Fund (via the Toronto Community Foundation), and JP Bickell Foundation. We are awaiting responses from several other foundations and corporations.

Timelines

The timelines for Job Camp are as follows:

- Week 1: Participant outreach, recruitment and assessment.
- Week 2: Participant registration and intake
- Weeks 3-4: Full day sessions with workshops, training, job search, community guest speakers, and one-on-one employment counseling.

This cycle will repeat itself over the 12 month period from April 1, 2015 to March 31, 2016.

Program Sustainability

Job Camp has been fully funded by the private sector for the past three years (it was previously funded by the provincial government). YES is confident that with the support of the private sector, this critical program will continue to be offered.



RELATIONSHIP WITH TORONTO POLICE SERVICE

YES and the Toronto Police Services Board have maintained a positive relationship since 2008. The financial support that TPSB provided to the YESinDEED Fund (now known as the Youth Employment Champion Fund) in 2008 and 2010 helped YES to serve close to 20,000 youth (as indicated in the two written reports submitted to TPBS), assisting them to find work or enroll in further training. Youth were able to participate in programs and workshops, enjoy a nutritious breakfast and lunch during their participation, receive TTC tokens to get to job interviews, and access a clothing allowance to purchase job appropriate clothing, all for free. TPSB's generous donation also supported the e-YES program (Empowering Youth, Empowering Seniors), where disadvantaged youth were trained to teach seniors how to use computers and the Internet. This program was a recipient of the Mayors Community Safety Award.

Additionally, we have partnered with the Youth in Policing Initiative (YIPI) numerous times over the years and as recently as January 2014. This project saw the delivery of exciting and engaging employment preparation and maintenance workshops to youth from Toronto's high risk neighborhoods. We have worked on this with a number of TPS staff including Danielle Dowdy (Human Resources Development), Meera Goocool (88805, Community Mobilization Unity) and Ricardo Araujo (81470, Area Field Command).

YES has continuously taken action to ensure that TPSB are informed about the impact of their support. We provided written reports to TPSB one year after each donation and also delivered a formal presentation at the TPSB office in 2009. We report on impact for all of our donors and we will continue to do so with TPSB.

YES would like to develop the relationship with TPSB further and provide the opportunity to strengthen the relationship between the police and the community, especially marginalized youth. We would like for TPS officers to provide educational and empowerment seminars to our Job Camp program participants. TPS officers have provided workshops for Job Camp in the past. For example in 2009, Laura Taylor, Police Constable (3479) with the TPS Community Mobilization Unit delivered a presentation on domestic violence to Job Camp youth. We would now like to invite TPS to provide workshops on a regular basis.

Officers would help our youth develop skills that would support their job search and job maintenance. Some topics that we feel would be a great fit include conflict resolution, decision making, confidence, communication, problem solving and team working. We are open to discussing other topics with TPS.

We would welcome police officers of any gender and ethnicity/colour. Our ideal police officer volunteers would be relatable to youth. We would like to respectfully request that officers attend in plain clothes and will agree to not ask participants for their name or background. Please note that there may be some participants with criminal records attending and they may be very afraid.

Ultimately, we feel that police officers can have a positive impact on youth. We would like to help connect officers with youth that are struggling and in need of a role model. We are open to discuss other ways in which TPSB can participate in this program.



ABOUT YOUTH EMPLOYMENT SERVICES YES

History

YES was founded in 1968 by a partnership between The Rotary Club of Toronto, the City of Toronto, and the Ontario Provincial and Canadian Federal Governments. We quickly became the model for the development of similar programs throughout Ontario and Canada. YES is internationally recognized as a Centre for Excellence for Youth Employment and aspects of our program have been incorporated into youth employment policies and programs in Britain, Japan, the West Indies, the Netherlands, Australia, Thailand, Egypt and the UAE.

Mission

YES believes employment is empowerment and the cornerstone of safe and healthy communities. YES leads the Canadian youth sector with innovative programs that empower disadvantaged and vulnerable youth to become self-sufficient contributing members of society.

Vision

Changing Lives...Forever!

Management and Fiscal Responsibility

YES is well equipped to manage performance and the financial and administrative requirements of the proposed grant. We have a strong and secure infrastructure developed over the past 46 years. Our Board of Directors is actively engaged in all governance activity, providing oversight, leadership and strategic direction. Our senior management has 100 years of combined service at YES and hold qualifications in a variety of fields including business, accounting, social psychology, social and vocational rehabilitation, labour relations and employment law, international economics and computer science.

With regards to fiscal responsibility, YES is audited by Grant Thornton every year. We have an audit committee, which is comprised of three Board Members (two have CA designations and one has an MBA), our President and our VP of Finance. We have strict internal controls in place including Management Approval and Signing Authority Policy Compliance Reporting and other procedures and practices to ensure segregation of duties. We have a diversified funding base including corporations, foundations, individuals and government that support YES' financial health.

TIPPET FOUNDATION

Suite 301, 95 Barber Greene Road
Toronto, Ontario, M3C 3E9
Tel: 416-445-5945
Fax: 416-445-7165

December 10, 2014

Mr. Alok Mukherjee
Chair, Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee,

I am writing to you on behalf of the Tippet Foundation in support of Youth Employment Services YES request for \$20,000 in funding for their Job Camp program.

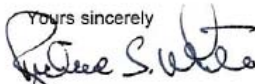
The Tippet Foundation has been a proud supporter of YES since 1992. In that time, we have partnered with them on vital community programs such as the Youth Business Centre, MINDyouth Mentorship, the Youth Employment Champion Fund, and Job Camp. YES are well positioned to be able to support the thousands of at-risk youth who approach them for assistance annually. With more than 45 years of experience, a dedicated Board of Directors, and a President who has proven to be a tireless advocate of youth, YES are truly leading the Canadian youth sector with innovative programs.

Their Job Camp program supports disadvantaged and vulnerable youth to develop employability and life skills and, most importantly, find and maintain employment. Many of these youth have criminal records, and without YES are in danger of making bad choices which will not only have a negative impact on their lives, but also on the health of the community. We are proud to work with YES; they step in when others, including the youth themselves, give up.

I would highly recommend YES as a partner with integrity, experienced and passionate staff, and the know how to empower disadvantaged and vulnerable youth to gain employment and realize their potential. They help to change lives, forever, and the Tippet Foundation is honoured to be a part of that change.

Please do not hesitate to contact Stephanie Whittick, Foundation Administrator at 416-445-5945 if you require any further information.

Yours sincerely



Richard White
President
Tippet Foundation

Established in 1948 by the late C.F. Basil Tippet to perpetuate his life-long interest in the wholesome welfare of the community.
email: tippetfoundation@bellnet.ca

December 17, 2014

Mr. Alok Mukherjee
Chair, Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee,

I am writing to you in support of Youth Employment Services YES request for \$20,000 in funding for their Job Camp program.

I have been a volunteer at YES since 2012. During this time, I have provided my services as an Effectiveness Coach for free to the Job Camp program. I am very proud to be a part of this program, which helps disadvantaged and vulnerable youth develop new skills and find employment. I regularly facilitate workshops –about once a month –for the youth program participants. The workshop that I have provided for the youth of this program is called Commitment. This workshop provides tools and strategies in the area of dream development, developing mental toughness, coping strategies to deal with rejection, disappointments and frustrations, developing faith/courage and making progress to achieve desired results.

Volunteering at YES in the Job Camp program has been an incredibly positive experience. I enjoy meeting and interacting with the program participants and sharing my knowledge with them. I know many of them are facing challenges and I am glad that I can help them overcome these difficulties. YES' staff are professional and easy to work with, and are very dedicated to their clients and ensuring their success. Overall, I am pleased to be able to give back to my community and be a part of such a worthwhile cause.

I would highly recommend partnering with YES in their Job Camp program. YES is an excellent organization with many years of experience, dedicated staff, and programs that have proven to lead to success. By supporting and volunteering with YES, you will help change the lives of youth. I assure you it will be a rewarding experience.

Please do not hesitate to contact me if you require further information.

Kind regards,

Mark Dunn
416-992-5774



Youth Employment Services YES
Head Office
555 Richmond Street W.
Suite 711, Box 115
Toronto, ON M5V 3B1
T: 416.504.5516

The Rotary Club of Toronto
Centre for Youth Empowerment
511 Richmond Street W.
2nd Floor
Toronto, ON M5V 1Y3
T: 416.504.8046

Your Employment Services
1610 Bloor Street W.
Toronto, ON M8P 1A7
T: 416.555.8448

Youth Job Centre
2562 Eglinton Avenue W.
Suite 101
Toronto, ON M6M 1T4
T: 416.555.8900

www.yes.on.ca

December 19, 2014

Mr. Alok Mukherjee
Chair, Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee,

When I first arrived at Youth Employment Services YES, I was unemployed and was frustrated and struggling to find employment on my own. My personal career counselor at YES had recommended I attend Job Camp. I was fortunate enough to be able to start Job Camp the week following my appointment.

Working with the counselors, I was able to learn the most effective way to write a resume for my specific experiences. This was followed by lessons on cover letters, thank you letters, and other key points in attaining a job. Our counselors also helped us by showing us the best ways to search for jobs on our own, while they worked with their connections to help us get interviews.

Job Camp went beyond just getting us jobs though. We worked on understanding the steps we needed to take to work towards careers and lifelong goals. We had guest speakers come in and they would share their stories as well as encouraging us to create our own success stories.

Thanks to YES and Job Camp I have recently been employed. Working with everyone at YES was critical to me getting my new job. It gave me the confidence to do well in my interview. Without YES I wouldn't have been able to take the steps I am currently taking to achieve my career and life goals.

Sincerely,

Lauren Richardson

The Employment Champion for Youth



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P47. *IN CAMERA MEETING* – FEBRUARY 19, 2015

In addition to the public meeting conducted by the Board today, an *in camera* meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the *in camera* meeting:

Dr. Dhun Noria, Acting Chair & Member
Ms. Shelley Carroll, Acting Vice-Chair, Councillor & Member
Mr. Chin Lee, Councillor & Member
Mr. John Tory, Mayor & Member

Absent: Dr. Alok Mukherjee, Chair
 Mr. Andrew Pringle, Vice-Chair
 Ms. Marie Moliner, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 19, 2015**

#P48. ADJOURNMENT

Dhun Noria
Acting Chair